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Certifying Knowledgeability in a Landscape of Practice

Master's Thesis

6th of June 2024

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TAN 10

Techno-Anthropology

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Abstract:

This project is based on my collaboration with Tasklet Factory, an independent software vendor, selling a mobile warehouse management solution. Through my position in the eLearning department, I have participated in creating a certification process to guarantee the knowledge of partners, that implement the software. The data was collected through interviews and participant observation in the eLearning department. The theories for this project are landscapes of practice and language games, as the partners practice involves engaging with several practices and their inherent languages. In the analysis, I investigate what knowledge the partners need to perform their role and if this can be guaranteed through certifications. I discuss how leveraging the partners imagination can aid the creation of further certifications, through anthropological methods. I conclude that the partners need to be knowledgeable about several different practices to perform their role and that the current certification succeeds in guaranteeing knowledge regarding one of those practices. And that further certifications are required to guarantee knowledge of the remaining practices. Lastly, in the perspectivation I discuss how certifications should include those who sell the product.

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Introduction

Tasklet Factory (Tasklet) sells a warehouse management solution (WMS), which extends the functionalities of an Enterprise Resource Planning (ERP) system to mobile devices, in the hands of the warehouse workers. It empowers the warehouse by increasing accuracy of item tracking, simplifying the actions of workers and decreases the necessary personnel. However, to realize these effectivizations, Tasklet relies on their network of partners, who implement the software in customers warehouses. These partners are educated through eLearning materials, teaching them how to perform their role regarding Tasklet. Through years of development, the eLearning materials focussing on the ERP system Microsoft Dynamics 365 Business Central (BC), have been finalized. This has made it possible to create a certification process for partners, which seeks to guarantee the knowledge of individual partners. Additionally, as Tasklet is continuously expanding globally, it becomes increasingly difficult to gauge the individual partners knowledge. Thus, necessitating the creation of a certification process. Through watching eLearning materials and answering questions based on the materials, the partners can become certified as either an implementer or developer for Mobile WMS, Tasklet's product. The partners receive a certificate, showcasing their ability to perform their role and Tasklet can keep track of the knowledge of individual partners.

In the problem analysis, I describe Tasklet and how I came to work for them as an intern and later as a student assistant. I then describe the eLearning platform, Tasklet University, and the eLearning materials being used for the certification process. Then I describe the relationship between Tasklet and its partners, and present the areas of knowledge Tasklet partners require. Lastly, I describe the certification I was part of creating and how this relates to similar certifications achieved through eLearning materials.

The data for this project was collected through semi-structured qualitative interviews with Tasklet partners and through my participant observation in the eLearning department. As a participant, I was part of creating the certification process, while I could observe the reasoning for the decisions made about its creation.

The theories used are landscapes of practices and language games. As the partners practices are shaped by their engagement with various communities, that in turn shapes their professional identities and the services they provide. And the partners practices are grounded in their understanding of the language used in the context they work, and effective communication is central to a successful implementation

of Mobile WMS.

I analyse what Tasklet partners must know to perform their role, by investigating what knowledge is necessary within the various practices surrounding Tasklet. This knowledge concerns Tasklet's product, the partners core practice of ERP systems and the context of warehousing. Additionally, I investigate how this knowledge can be guaranteed through certifications.

I discuss how I, through techno-anthropological means, can create eLearning materials through co-creation with partners, which can serve as eLearning materials for further certification processes.

I conclude that Tasklet partners need vast knowledge of various practices to become competent practitioners and that the current certification process is unable to guarantee that knowledge. However, additional eLearning materials and certifications can serve to guarantee the partners knowledge of the practices involved.

Lastly, in the perspectivation, I discuss how the certification process should be extended to include the salespeople, who sell Mobile WMS to customers. As they need to be knowledgeable about Mobile WMS, to effectively inform their customers of its potential for effectivization.

Abbreviations used throughout this project

- **Tasklet** - Tasklet Factory
- **ISV** - Independent Software Vendor
- **ERP** - Enterprise Resource Planning system
- **BC** - Microsoft Dynamics 365 Business Central
- **WMS** - Warehouse Management Solution

Chapter 1

Problem analysis

Tasklet Factory (Tasklet) was founded by Peter List, who started working on mobility solutions at Lyngsø Systems in 2001. Mobility solutions here refer to the use of mobile devices. In 2007, he started working as a consultant for Microsoft, teaching mobility solutions. Specifically for Microsoft Dynamics NAV and AX, two Enterprise Resource Planning (ERP) systems. The 1st of February 2008, Peter List founded Tasklet, using his knowledge of mobility solutions. At first, the company survived by selling consultancy services, while their product, Mobile WMS, was being made. Until in January of 2009, when the first license for Mobile WMS was sold and the company gradually shifted to selling their product rather than consultancy services.

Tasklet sells one product, Mobile WMS, where WMS stands for Warehouse Management Solution. The product is software used on mobile barcode scanners in warehouses and functions in conjunction with an ERP system, this is further explained in section 1.3.1. Tasklet sells their product through partnerships with consultancy firms. To become a Tasklet partner, the firm needs to be a Microsoft partner, selling Microsoft ERP systems. Tasklet partners also need to be knowledgeable about Mobile WMS to fulfil their role as either an implementer or developer. They achieve this knowledge through eLearning materials, however, there is no mechanism to guarantee the knowledge of individual Tasklet partners. Therefore, a certification process is used, where the partners will watch eLearning courses specific to their role and answer questions to confirm their knowledge. The partners will receive a certificate affirming their knowledge with either implementing or customizing Mobile WMS. Thereby Tasklet can guarantee the partners knowledge and the partners can signify to customers that they have been certified by Tasklet.

Tasklet partners play a central role in Tasklet's business model. Tasklet operates with a full-service business model, which means that customers pay a premium for the partners to be responsible for the implementation. The partners also sell customization services, which the customers pay partners to perform. In this exchange, Tasklet's income is generated by selling Mobile WMS licenses. These licenses are either perpetual or subscription, therefore the customers pay either a larger upfront fee or pay monthly to access Mobile WMS. This gives Tasklet a consistent income stream and gives the partners the ability to sell their time to perform developments for Mobile WMS in the future, as the customers' needs expand with time.



Figure 1.1: Mobile barcode scanner with Mobile WMS software (Tasklet 2024)

Tasklet mostly employs technical personnel as developers, who work with the code of Mobile WMS and support personnel, who assist partners. They assist partners with implementing and customizing Mobile WMS, and answering any questions they may have, by seeking information in other departments. The second largest group is the sales department or rather partner managers, as they assist partners in selling Mobile WMS and recruit new partners. The third largest is the marketing department, responsible for creative endeavours in the company. Lastly, there is the eLearning department, staffed by the eLearning manager and me.

Tasklet is constantly getting new partners and customers, Mobile WMS operates in over 40 countries, in more than 1500 companies. To that end, Tasklet opened a Florida office in 2018, to target the American market. Additionally, there are plans to open an office in the general vicinity of Australia, thus ensuring that Tasklet can have employees working all 24 hours of the day.

Tasklet relies on their partners to sell their product, therefore Tasklet has a vested interest in not only increasing their knowledge, but to guarantee it. The lack of a mechanism for Tasklet to gauge the partners knowledge is exacerbated as the company expands. This has made it necessary to create a certification process for the partners, using eLearning materials.

In this chapter, I first present how I came to work for Tasklet. Followed by a description of the eLearning department and platform, known as Tasklet University, and the eLearning materials used for the certification process. I then explain the relationship between Tasklet and their partners and what the partners need to know to work with Tasklet. Lastly, I describe how certifications can be made using eLearning materials and present the certification process I was part of creating.

1.1 Internship

The purpose of our 9th semester was to get an internship. I got an internship in the eLearning department at Tasklet, through an online posting, which began the 14th of August 2023 and ended Thursday the 30th of November 2023. Nearing the end of my internship, I was offered a position as student assistant, which I accepted and started Friday the 1st of December 2023.

The focus of my internship was twofold. On one side, I was participating in the creation of the Advanced Customizations course. And on the other side, I was collecting qualitative and quantitative data from the partners through a survey and interviews, concerning their perspectives on and needs for the eLearning materials. Alongside various ad hoc tasks, with the purpose of maintaining the eLearning platform. Advanced Customizations is a 40-minute-long eLearning course and is intended to teach developers how to customize Mobile WMS. This eLearning course was the final course necessary to teach developers how to perform their role and has enabled the creation of a certification process for them. For my 9th semester project, I mainly focussed on the data I had collected through a survey and four interviews with partners. The survey showed me that the eLearning materials are generally seen by partners as well made and informative. A few negative comments indicated a want for more information, as in longer eLearning courses and more use cases, however, most chose not to leave comments.

My chosen theories for my 9th semester project were communities of practice and language games. During my internship, I learned that the partners need to be knowledgeable not only about the different products they are selling, but also the context of the company they are working with. Thereby, they work within several communities of practice. However, the idea for using language games started when the COO came into our office and stated, that a partner he was supposed to meet, had not seen any courses on Tasklet University and “they could not speak the same language”.

The 28th of November, as my internship was nearing completion, my manager and I held a status meeting for my internship. The main tasks had been completed and we began looking towards my role as student assistant. As I had to write my semester project, I only worked three days in December

and began working once a week in January. The transition from intern to student assistant was smooth. I continued with the exact same tasks, mainly creating eLearning materials, and assisting my manager with various tasks. Most of my tasks are completed independently and they are all shared on Trello, so my manager can follow along. However, new tasks arise all the time, which need to be handled, such as new releases of Mobile WMS. Therefore, my work consists of handling various tasks preplanned by my manager and ad hoc tasks, that mainly concern the managing of the platform.

In my 9th semester project, I discovered that the eLearning materials are generally viewed as being of high quality, but also that the partners lack an overarching reason to view the materials, outside of needing them for a project. One informant expressed a wish to be more personally involved with Tasklet, while another expressed a need for a certification, to ensure that the partners learn the information in the eLearning courses. Thus, in order to ensure the knowledge of Tasklet partners, and give a reason to improve it, a certification process was suggested. The importance of the partners knowledge stems from their central position of Tasklet's business model. Thus, ensuring and improving the knowledge of individual partners, will aid the partners in selling more of their time, and Tasklet by empowering the partners to sell more licenses for Mobile WMS.

Following the completion of my internship and starting in my position as a student assistant, we began working on a certification process, utilizing the eLearning materials on Tasklet University.

1.2 Tasklet University

Tasklet University is Tasklet's platform for teaching partners about Mobile WMS, using eLearning materials. It is controlled by the eLearning department, which is staffed by an eLearning Manager and me. My manager reports directly to the COO; however, we mostly work independently. The COO mainly concerns himself with ensuring the quality of new eLearning courses and overall goals of the department.

When a new partnership is made with Tasklet, the individual partners will be entered into a Customer Relationship Management (CRM) system. This is where the sales department keeps track of all the partners, their customers and amount of sold licenses. It is also used to automate access to Tasklet University. Through the email address in the CRM system, the partner will be sent two short emails. One containing their login details and another welcoming them to Tasklet University.

When they login to the platform, they will be presented with all the videos on Tasklet University divided into sections. The first section is called "Start Here" and contains a single eLearning course that introduces the structure of the platform to the partners. It also explains what the partners should focus on watching, which are the learning paths. The learning paths are split into either a commercial or technical focus, where the commercial side is by far the shortest of the two. The technical learning path for the ERP system BC is the most widely used, most extensive and most important to the partners of Tasklet. Therefore, it is the focus of the certification process.

Alongside eLearning courses, Tasklet University also hosts various resources from materials to showcase Mobile WMS, to the software of Mobile WMS itself. Therefore, it is very important that the partners not only learn how to use the platform but become comfortable in doing so.

Supplementing the information in the courses, is the Tasklet Knowledge Base. This is where the documentation for Mobile WMS is stored. Covering everything from managing mobile scanners to customization examples including code examples and templates. This is mainly used by developers customizing Mobile WMS, as it speeds up their development and guides them through the process.

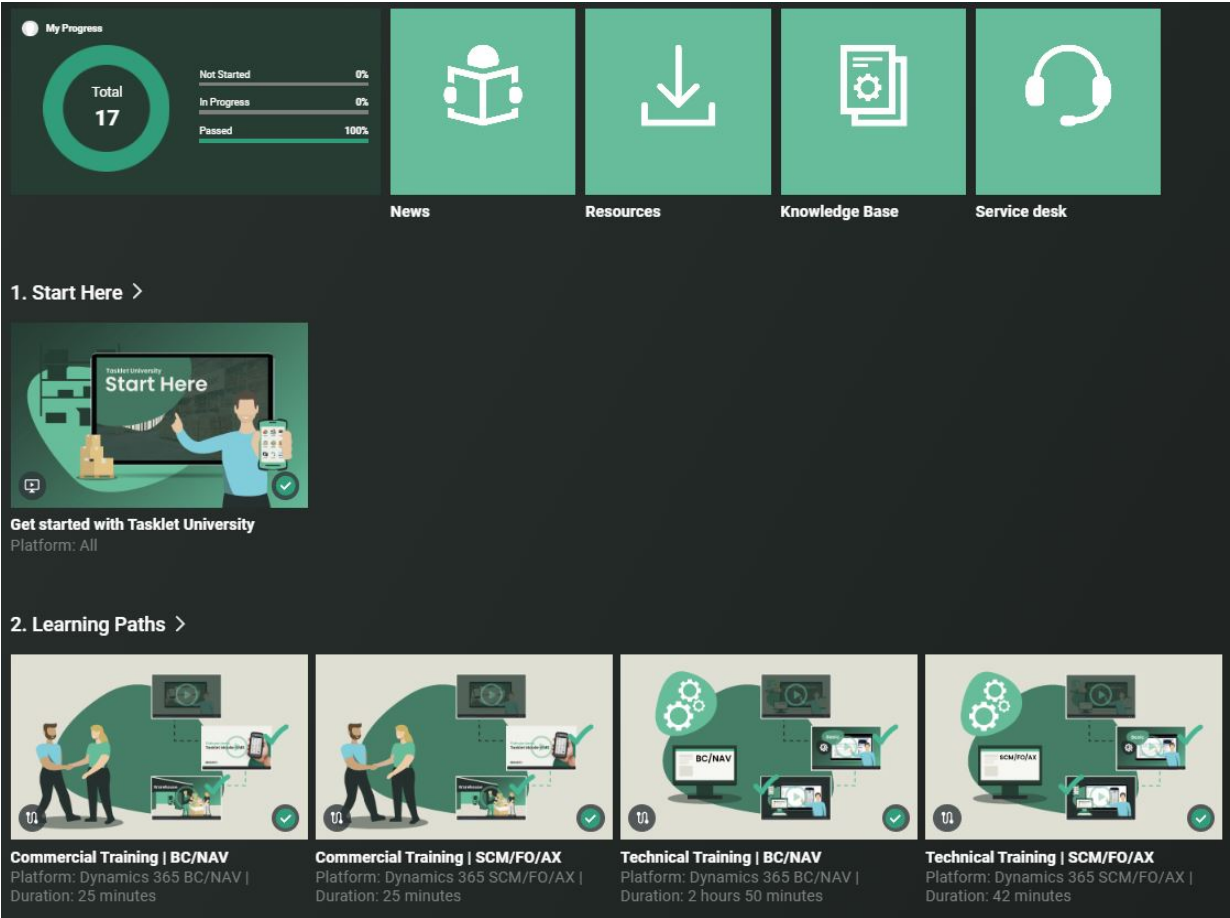


Figure 1.2: Tasklet University home screen

Tasklet University is a product of the Learning Management System company Conzentrate, which is also Aalborg based. Tasklet pays monthly for the upkeep of the platform and pays more for various functionalities on the platform. Meaning, that by paying more, more functionalities can be applied to the platform.

The 10th of January 2024, a meeting was held between Tasklet and Conzentrate, with the COO, my manager and I from Tasklet, and a project manager and a developer from Conzentrate. In which the development of the certification process was planned. However, after that meeting, attempts to get a

status report from Conzentrate, yielded no results. Until late April 2024, where Conzentrate stated, that the certification process can be made using existing functionalities.

Additionally, on Tasklet University there are eLearning courses not included in the learning paths. These cover different smaller topics and are split into two categories. One category is called How-To's and contains a variety of courses explaining functions and features of Mobile WMS and is intended to be watched when necessary. Lastly there are Webinars, which are recordings of previously held webinars on various subjects, such as the release of a new function.

Over time, the tools and visual assets for making eLearning materials at Tasklet have changed. This has resulted in courses with outdated visuals and sometimes information. Necessitating the updating of the courses, to ensure their validity. Lastly, when the partners are watching the eLearning courses, they only watch it. They are sometimes encouraged to replicate what they are being taught, but this can only be suggested. They are never tested on their knowledge or even asked to affirm it. Therefore, the partner can theoretically watch the course, learn nothing and it will be marked as completed. This means that Tasklet can know the specific courses a partner has seen, but not if they know the information presented.

The learning path being changed to accommodate the certification process is the "Technical Training | BC/NAV".

1.2.1 Technical Learning Path for Business Central

The main educational materials on Tasklet University are accumulated into learning paths. The certification will focus on the most widely used learning path, previously called "Technical Training | BC/NAV". This learning path is two hours and 50 minutes long and contains six eLearning courses,

- Service Desk and Support
- Mobile Device Management with MobiControl
- Get started with Tasklet Mobile WMS
- How to use Tasklet Mobile WMS
- Basic Customizations: Mobile WMS for Business Central Development
- Advanced Customizations: Mobile WMS for Business Central Development

The purpose of the learning path is to teach partners background information about the tools, systems, and processes when working with Mobile WMS. Along with how to implement and customize Mobile WMS. It covers everything a partner needs to know when working with Tasklet, from the beginning to the end of a project. The courses in the learning path can be divided into background information, implementation training and development training. The background information courses cover the Tasklet service desk, which is staffed by the support personnel. And the MobiControl course, that focusses on a specific software product, which is an essential tool for the partners. These two courses

serve as background information, and are relevant to all partners, as they teach them the basics of working with Tasklet and managing mobile devices, which is central to their roles.

The implementation training focusses on teaching the partners, tasked with implementing Mobile WMS, how to get the solution up and running, allowing them to test and work with the solution. It also teaches them how to use Mobile WMS in a warehouse setting and how the various functions operate, preparing them to implement it. The development training covers the two ways of performing developments for Mobile WMS, customizing it to fit the customers specifications. The Basic Customizations course focusses on customizing Mobile WMS, by making changes in the ERP system. Whereas the Advanced Customizations course focusses on how to make code changes in the Mobile WMS software, which allows for further customizations, such as creating custom functionalities.

In general, this learning path contains background information and training for both implementing and developing for Mobile WMS. Thereby, it does not consider that the partners perform different roles and therefore need to receive differing training. Additionally, it supplies them with the necessary background information, and specific information to perform their roles.

The language used in these courses can be described broadly as informative. It is intended to give a lot of information and attempts to do so in a structured manner. A lot of internal terminology is used from BC, which makes it necessary for the partners to be knowledgeable about it. BC has many different functions, and the partners need to be aware of most if not all of them. The language also differs between the implementation and development focussed courses. The language in the implementation courses is grounded in warehousing and BC knowledge. And the language in the development courses is grounded in the code language C# in combination with warehousing and BC specific coding terminology. Additionally, the courses are only available in English, which limits its usability for a global network of partners.

1.3 Tasklet Partners

Tasklet partners mainly sell Microsoft products, with additional products from ISV's as required by the customer. They vary in size, available products and business models, making it difficult to make broad comparisons. Each individual product requires employees educated in the solution in accordance with the partnership agreements with individual ISV's. Individual Tasklet partners, responsible for implementing Mobile WMS, can broadly be split into two groups, the implementer, and the developer.

Their main tasks are different, but both have the goal of getting the customers ERP system and mobile scanners setup with the customers specifications. The implementer has the customer contact, identifies what needs to be done in conjunction with the customer. Where the developer is tasked with changing the functionality of Mobile WMS and the ERP system, so it fits the customers specifications. Therefore, they have different roles, but one cannot complete a project without the other. This also means that the partners have different needs for learning, as the necessary knowledge about Mobile WMS differs

between them.

The practice of the implementer broadly consists of visiting the customer to identify what needs to be done. They must make sure that the warehouse uses barcodes for their locations and items, since the ERP system and mobile barcode scanners rely on them. They have to model the warehouse in the ERP system with locations, bins and routes for picking items. Only when the ERP system is setup can Mobile WMS be added to it. Locations and bins are further explained in section 1.3.3.

The implementer is also responsible for educating the warehouse workers, ensuring a smooth transition. The customer hires the partners to fulfil roles that they cannot perform themselves. They find partners that specialise in exactly what is needed, and the partners then sell their time, based on their knowledge and ability within specific practices.

The practice of the developer, like those of the implementer, depends on the specific customer they are working with. When the implementer has identified something that needs to be changed to accommodate the customers processes, they are communicated to the developer. Broadly, they make changes in the ERP system, Mobile WMS code structure or both. After identifying what development is needed, the developer can use the Knowledge Base to search for examples, which they can copy and modify, streamlining their practice. While the practices of the developer are context specific, they are often tasked with performing the same tasks, such as adding more information to orders displayed on the mobile scanners. Such information could be expiry dates, placement of items, size of the item and much more, depending on the customer's needs.

To be competent as a Tasklet partner company, they need to have employees with knowledge of and experience in various products and information. They need to be knowledgeable about how to implement and customize Mobile WMS, but also how it can and should be used. This requires an understanding of logistics and warehouse processes. Additionally, as Microsoft Partners, they are required to learn about the specific products they are selling, in this case the ERP system BC.

Tasklet partners need to be knowledgeable about several different yet interconnected practices. Mobile WMS relies on the configuration of the ERP system, and both need to be configured correctly to maximize their potential. Additionally, the physical warehouse needs to be accounted for when setting up the ERP system. But everything relies on the warehouse employees being able to use Mobile WMS.

1.3.1 Tasklet Mobile WMS

Tasklet Mobile WMS connects to the ERP system in use and operates on the mobile scanners in warehouses. Mobile WMS includes several standard functions such as,

- **Receive** – Register items received in the warehouse
- **Put Away** – Assign a location to received items
- **Pick** – Used for picking of orders for shipments
- **Move** – Move items between areas in the warehouse

- **Count** – Control the number of individual items in the warehouse
- **Pack & Ship** - Instructions for packing and shipping packages to customers
- **Print Label** – Print the necessary label and receipt for packaging

These functions, along with many others, allow the warehouse worker to perform their tasks. Each function has a specific purpose, which allows the warehouse worker to perform a specific warehouse process. All while guiding the worker through the process and updating the information in the ERP system.

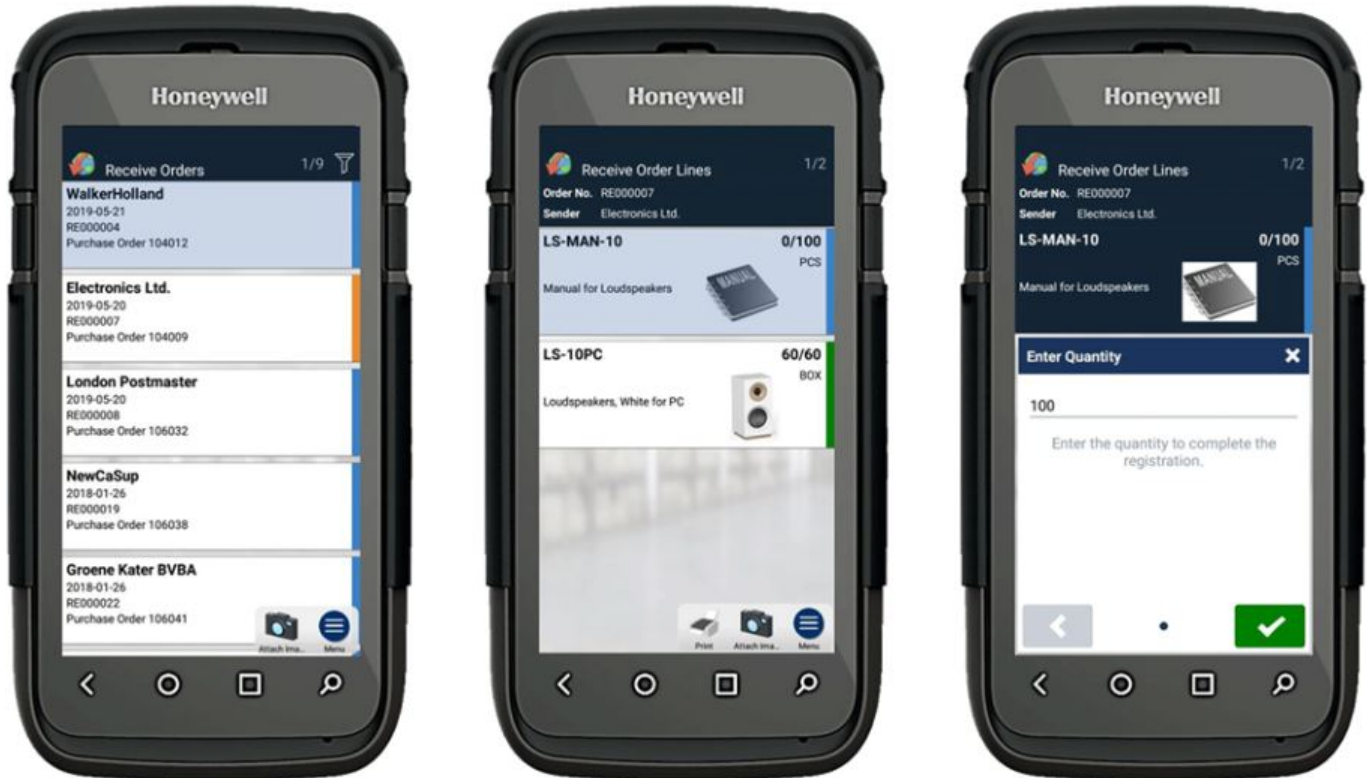


Figure 1.3: Mobile WMS Receive function. **Left:** List of Receive Orders **Middle:** Opened Receive Order **Right:** Entering quantity received (Tasklet 2024)

However, the tasks performed by the warehouse workers and the specific way they perform them, are controlled by the settings chosen for the warehouse setup in BC. These settings are numerous, and each warehouse is unique in some way. Therefore, Mobile WMS and BC can be setup in numerous ways, allowing the individual customers to operate with a solution that fits their warehouse processes.

Below I describe a potential use of Mobile WMS in a warehouse.

A customer places an order, which is registered as a Sales Order. An Inventory Pick Order is created with the sold items, which is then sent to the mobile scanners in the warehouse. A warehouse worker opens the Pick function by tapping the icon and is presented with a list of Pick Orders. The warehouse

worker selects a specific Pick Order and is shown a list of items, along with the amounts and locations of the items. The warehouse worker goes to the location and confirms it by scanning the barcode for the location. They take the item and scan its barcode to confirm the item. They take the necessary number of items and input the amount manually. Additionally, they scan the location in which the warehouse worker has placed the picked items, allowing the ERP system to always 'know' where the items are, even when in transit. Once all items have been picked, the warehouse worker transfers the items to the shipping area, where they are prepared for shipment. Using the Ship & Pack function a warehouse worker registers the type and size of packaging and items placed into the package. They select the mail carrier, and the package is automatically registered for pickup. Using the Print Label function, they print a sticker with shipping details and a receipt for the customer. The receipt is put into the package before it is sealed and the sticker is applied to the outside, before being stored for shipping.

The functions in Mobile WMS are functions that exist in Business Central. Mobile WMS extends these functions to the mobile scanners, making them easily accessible for warehouse workers.

1.3.2 Microsoft Dynamics 365 Business Central

A traditional ERP system provides many different functionalities, where the user needs to know where to find specific information. Whereas BC is a role tailored ERP system. This means that each user will have a different view of the ERP system based on their role. They do not need to look for the information, as they are presented with different information and functions, defined by the distribution of roles in the ERP setup. (Stefanetti and Chow 2018a)

BC has different functionalities to support different areas within an organization. Some functionalities are relevant to most companies, while others are used in more specific circumstances. Financial management used for transactions, tax reporting, budgeting, accounting, billing, and everything else related to the financials of an organization, is widely used. Whereas warehousing is used to keep track of items, their location, amount in stock and to support warehouse processes such as receiving, picking, and shipping, and is used less frequently. Other areas supported by BC are sales and marketing, purchasing, manufacturing, job (used for managing projects), resource planning, service (for companies that sell items that need to be serviced) and human resources. These areas can broadly be separated into horizontal and vertical solutions. Horizontal solutions, such as financial management, are necessary for and used in all companies. Vertical solutions cover industry specific areas, such as warehousing. (Stefanetti and Chow 2018a)

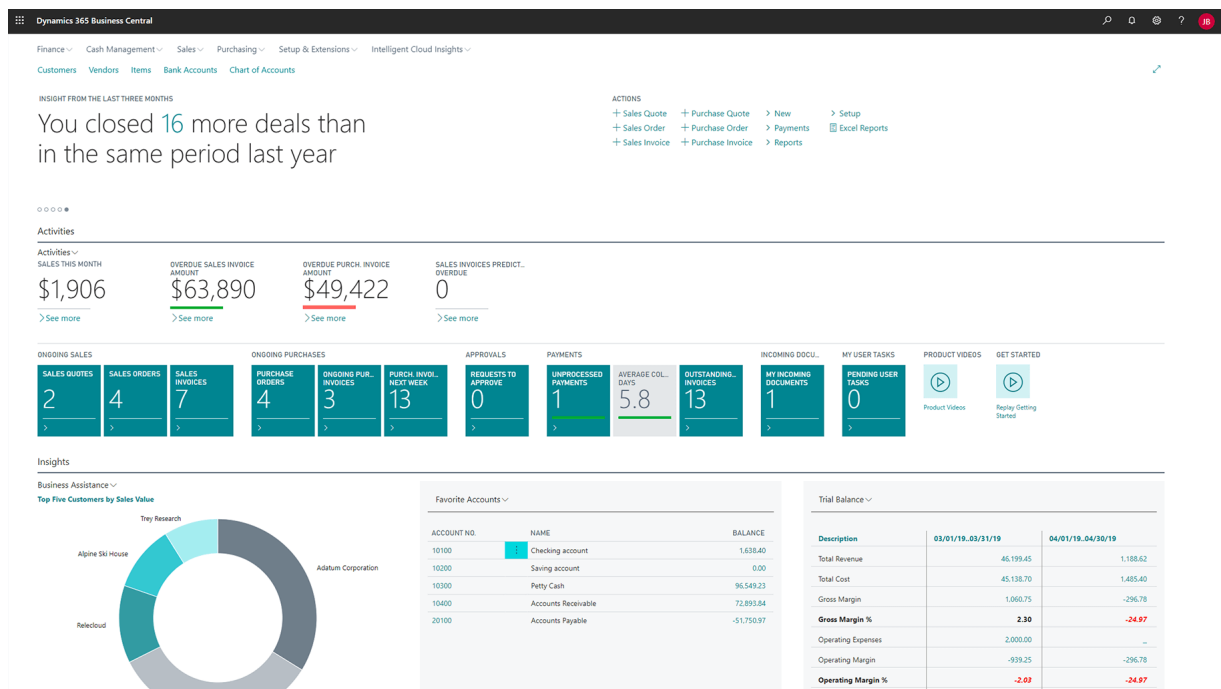


Figure 1.4: Microsoft Dynamics 365 Business Central home screen (NavisionTech 2024)

A large selling point of BC is the ability to customize it to fit and support any organization. New areas can be created and or implemented, and ISV products can extend or expand functionalities. This increases the responsibility of the partners, as each role and their respective access to functionalities must be setup before launch. Mobile WMS extends the functionality, including selected settings, to the warehouse workers hands. Therefore, the implementation of BC is a critical step in the implementation of Mobile WMS. (Stefanetti and Chow 2018a)

The scope of BC, and by extension the implementation process, is vast. It involves various decisions, that collectively forms the final ERP system. In their 754-page book, "Implementing Microsoft Dynamics 365 Business Central On-Premise", Roberto Stefanetti and Alex Chow cover hundreds of topics, related to the implementation of BC. Both are consultants, each with more than 20 years' experience in the industry. (Stefanetti and Chow 2018b)

Below, I outline the people and processes involved in an implementation of BC.

The process of implementing BC involves both the partner and customer. The salesperson from the partner works with the customer to define project requirements and creates the customers' expectations for what BC can and will do. When the project requirements have been defined, two project managers, one from each the partner and customer, take over. "The project managers define the scope of the project, the functionalities that will be implemented, the management of resources, and the timeline." (Stefanetti and Chow 2018b, p. 233) Now the business consultant from the partner and key users from the customer, jointly define the customers business processes and which of these processes will be integrated into

BC. The business consultant explains which processes BC can cover, what will need to be changed to accommodate other processes and potentially what needs to be developed to do so. This is all documented in a Projects Requirements Document (PRD), after which the project managers, business consultant and key users agree on a final version of the PRD. An analyst from the partner uses the PRD to define how BC will be configured, what exists as standard functionalities and what needs to be developed, to cover the customers business processes. If and when necessary developments have been defined, a developer is tasked with performing them. Once the analyst has defined the process, an implementer from the partner has everything they need to perform their task. They will setup and configure BC as defined by the business consultant and test the data migration as defined by the analyst. They now need to validate the business processes running in BC with key users and educate the customers end users, to ensure a smooth transition. Finally, when the setup has been validated and users educated, the implementer performs the data migration, and BC is up and running. (Stefanetti and Chow 2018b)

Each role is not necessarily a separate person and can vary widely between consultancy firms, however, the salesperson, developer and implementer are rarely, if ever, the same person.

1.3.3 Warehousing

The storage of items for later use has been practised by humans throughout our history. Presently, warehousing has spread to incorporate most industries, since *“It is almost impossible to time the supply of produced goods (supply) and their consumption (demand) so that they occur at the same instant of time. For a variety of factors, including the fact that production and demand consumption typically do not take place at the same location, economies of scale in production, and other factors, goods must be stored either at the source of production, consumption point or at an intermediate location. Thus, warehouses become necessary for manufactured goods.”* (Heragu 2019, p. 331)

Warehousing is the storage of items for later use; however, each warehouse is made specifically to handle certain items or processes. If a warehouse stores large construction elements, they will likely be stored outside, while other goods require refrigeration, non-static environments, dry conditions etc. (Heragu 2019)

Warehouses typically consists of an enclosed area, such as a building or storage lot. When items are received, they arrive at the designated receiving area. The items are offloaded into the storage area, transferred to the picking area and when items are ready to be shipped, they will be transferred to the shipping area. Additionally, a manufacturing area may be used, when creating value added products, such as combining individual chocolate pieces into a box of chocolates. (Heragu 2019)



(a) Pallet racks (Storax, Inc).



(b) Flow racks (Storax, Inc).



(c) Cantilever racks (Storax, Inc).



(d) Mobile racks (Storax, Inc).

Figure 1.5: Various warehouse storage racks (Heragu 2019)

In general, warehouses receive items, which they store and later send to a customer. The items are typically received on pallets and can be stored in different ways. Such as on racks that store pallets, boxes, or singular items, or simply as pallets placed in a designated spot. When the items are sold, they are picked from their location and prepared for shipment in the shipping area. The specific method of storage is often influenced by the market served by the warehouse. If the warehouse mostly ships items to private citizens, they are likely shipping few items at a time. While business to business shipments tend to be larger. (Heragu 2019)

A specific warehouse setup is the result of its designers' visions, local limitations and intended purpose. One warehouse may be designed by a logistics manager, while another is designed by an entrepreneur, deciding to start a business that requires warehousing. (Heragu 2019)

The increasing prevalence of e-commerce has also influenced the warehousing industry. Coupled with

high rental prices for commercial space and reduced foot traffic during the COVID-19 pandemic, more people are shopping online. This has led to an increasing number of items for sale, as they can be more efficiently stored, in a place that costs less to operate. But it has also increased the demands from customers, who expect quick delivery times, necessitating effective warehouse processes. (Boysen *et al.* 2019)

BC-Warehousing

BC is an ERP system, which can help companies “manage their business, including finance, manufacturing, sales, shipping, project management, services, and more.” (Microsoft 2024b) In warehousing, BC is used in most if not all processes. Purchasing, receiving, stocking, counting, manufacturing, moving, and shipping is all controlled through BC. However, when it comes to warehouse management, the ERP system can be setup in a multitude of ways, that conforms to the customers specifications. Due to the many different possible setups, it is more prudent to explain the most important aspects of warehousing for BC. (Heragu 2019)

←

Location Card

+

✓ Saved

SEDE · Primary Location

Process

Location

Related

Fewer options

Warehouse

Require Receive

Require Shipment

Require Put-away

Use Put-away Works...

Require Pick

Bin Mandatory

Directed Put-away an...

Use ADCS

Default Bin Selection

Outbound Whse. Han...

Inbound Whse. Handl...

Base Calendar Code

CAL1

Customized Calendar

No

Use Cross-Docking

Cross-Dock Due Date...

7D

Bins

Receipt

Receipt Bin Code

A0101

Shipment

Shipment Bin Code

SPD0101

Production

Open Shop Floor Bin ...

STKA76

To-Production Bin Co...

PRD0101

From-Production Bin ...

PRD0102

Adjustment

Adjustment Bin Code

RETT

Cross-Dock

Cross-Dock Bin Code

CROSS

Assembly

To-Assembly Bin Code

From-Assembly Bin C...

Asm.-to-Order Shpt. ...

Figure 1.6: Location settings in BC (Stefanetti 2024)

The first important aspect is Locations. This is used to inform the ERP system of the location of specific items. A warehouse can consist of a single location or be split into multiple locations. Additionally, if a company has multiple warehouses, they can control all of them simultaneously. If a customer has multiple locations, then they can control where orders are sent. They can also control which warehouse workers and mobile devices are assigned to specific locations. If someone orders an item that is stored in a specific location, then a warehouse worker assigned to that specific location will receive the order. (Microsoft 2024a) (Stefanetti and Chow 2018b)

A separate but similar aspect to Locations is Bins. Bins are storage locations for items. When items are received to the warehouse, the warehouse worker will be instructed on which bin to place items into, by the ERP system. When items need to be picked for a shipment, the warehouse worker will be told to find the items in their specific bins. Locations is the large denomination for item storage, where bins are the individual storage locations. (Microsoft 2024a) (Stefanetti and Chow 2018b)

✓ Saved

Warehouse Setup

General

Require Receive

Require Put-away

Require Shipment

Require Pick

Last Whse. Posting Re...

0

Receipt Posting Policy

Stop and show the first postir

Shipment Posting Poli...

Stop and show the first postir

Numbering

Whse. Receipt Nos.

WHSRECP

Whse. Ship Nos.

WHSSHHP

Whse. Internal Put-aw...

WHSPTP

Whse. Internal Pick N...

WHSPTP

Whse. Put-away Nos.

WHSPAP

Whse. Pick Nos.

WHSPTP

Posted Whse. Receipt ...

WHSRECR

Posted Whse. Shipme...

WHSSHHR

Registered Whse. Put...

WHSPTR

Registered Whse. Pick...

WHSPTR

Whse. Movement Nos.

WHSPAR

Registered Whse. Mo...

WHSPTP

Figure 1.7: Warehouse settings in BC (Stefanetti 2024)

Another important aspect is the various “require x” settings, such as Require Receive. These are settings that can be turned on or off, and determine which actions are necessary, mostly by the warehouse workers. Require Receive is used when the warehouse purchases new inventory. If the setting is turned on, then the warehouse worker will get a Receive Order with instructions and expected inventory.

However, if the setting is turned off, then the warehouse worker needs to access the Purchase Order to view the incoming inventory. Thereby, the Require Receive setting is used to automatically create tasks for the warehouse workers, automating warehouse processes and streamlining their practices. (Microsoft 2024a) (Stefanetti and Chow 2018b)



Figure 1.8: All available Warehouse sections in BC (Stefanetti 2024)

However, the most important aspect of BC-warehousing, are the six different standard setups, which vary by their level of complexity. Complexity in this context is defined by the number of documents created and enabled settings. In the lowest level of complexity, most tasks are performed by the staff, with little to no automation of their processes. Additionally, the ERP system does not track where the items are. As the level of complexity rises, by the enabling of additional settings, more processes are automated, and the accuracy of item tracking is increased. Bins are accessible once the third level of complexity has been reached, thus allowing for more accurate tracking of items. The automatic creation of Put-Away Orders is unlocked with the fourth level of complexity. This means that once inventory has been purchased and received, instructions for warehouse workers to put the items in storage, called put-away, are automatically generated. With the fifth level of complexity, zones are enabled, which allows the warehouse to be separated into several different zones. This could be zones with various functions or similar zones with varying requirements for storage conditions. Once the sixth level of complexity has been reached, the manual entry of items into the ERP system is replaced with mobile

scanners, as the number of items sold necessitates automation. While the previous complexity levels increased the amount of automation in document creation, it still requires manual entry. Where the sixth level of complexity has the most automation, the few tasks that are handled by personnel are largely handled by mobile scanners, such as those operating with Mobile WMS. (Crestwood 2024) (Microsoft 2024a)

The highest level of complexity is not required for the use of mobile devices. Even a company using a simple warehouse setup can sell enough items to warrant their use.

These are just a few of the topics Tasklet partners must be familiar with. Each warehouse has their own internal processes, defined by their products and people. The ERP setup must take these processes into account, to create a setup that supports and empowers the warehouse processes, instead of hindering them.

1.4 Certification through eLearning

A certificate can signify many different things, from a person being proficient with certain software, to a product being free of perfume. In the case of Tasklet, the certification will mean that a partner has proved to Tasklet that they have the necessary knowledge to fulfil their assigned role, as implementer or developer.

The partners will achieve their certification through eLearning materials on Tasklet University. They will have to watch the mandatory courses for their specific role, which are accumulated into two learning paths. Both contain eLearning courses categorized as basic training, teaching the partners how to use necessary tools. After completing the basic training courses, the partners gain access to the implementation and development courses. These aim to teach the partners how to perform their specific role, as implementer or developer.

After the partner has watched an eLearning course, they will be required to answer a knowledge check to mark the course as completed and continue their training. The knowledge checks aim to test the partners on the most important information presented in the course and thereby assess whether the partner has learned the necessary knowledge. Once the partner has completed all the courses in the respective learning path, they will unlock an exam. The exams aim to confirm that the partner has watched the eLearning materials, focussed on their respective roles. When the partner has completed the exam for implementation or development, they will be rewarded with a certificate of their achievement.

This is reminiscent of other certifications attained through eLearning materials, such as those found on Microsoft Learn (learn.microsoft.com). Here Microsoft hosts eLearning materials as individual modules, which describe a specific aspect of a product. These modules are accumulated into learning paths, with the purpose of preparing the learner for an exam. After completing the exam, the learner receives a certificate as proof of their achievement. The eLearning materials on Microsoft Learn are available

for free; however, the exams are not.

For Tasklet, the certificate will indicate that the partner is proficient in either implementing or customizing Mobile WMS. Tasklet will be able to guarantee that the partners possess the necessary knowledge to perform their role regarding Mobile WMS. Additionally, the partners will also be able to automatically share their new achievement on LinkedIn. This will both benefit Tasklet and the partners. As the partners can show their certificate to potential customers and Tasklet gets free advertisement from the partners LinkedIn networks.

Once the partners have achieved a certification, it will be valid for two years. Three months before the two years have passed, the partners will be informed that their certification will expire soon. To become recertified, they will need to rewatch the courses specific to their role and complete the knowledge checks, before unlocking the exam. Once they have completed the exam, they are certified for another two years. If a partner fails to meet the deadline, their certification will be revoked.

1.5 The certification processes

The partners become certified by answering questions, that confirm their knowledge. To give context to the questions a small scenario text is included in several questions, with the intention of mimicking a possible real-world situation. Most of the questions are single- or multiple-choice questions, and therefore have premade answer options to choose from. One question in each exam tasks the partner with arranging the answer options in the correct order.

Below I present the certifications questions for the two exams, with their respective scenarios, answer options and correct answers.

1.5.1 Implementation certification questions

1. Installation process outline

Scenario: You will begin installing the Tasklet Mobile WMS for a new customer. The customer expects a clear outline of the installation process.

Question: Arrange the following steps in the correct order to ensure a successful installation of the Tasklet Mobile WMS solution:

- A. Install the Tasklet Mobile WMS extension in the ERP system.
- B. Conduct a final system test with the client's warehouse team.
- C. Set up the connection between the Tasklet Mobile WMS app and Business Central.

Correct arrangement of answers: A, C, B

2. Essential steps in the installation process

Scenario: You are tasked with installing the Tasklet Mobile WMS solution at a customer's site, ensuring all functionalities are operational.

Question: Which of the following is an essential step to verify a fully functional Tasklet Mobile WMS installation? (single choice)

- A. Ensuring all users can log in to the system.
- B. Checking that the barcode scanning is responsive.
- C. Confirming real-time data synchronization with Business Central.
- D. All of the above.

Correct answer: D. All of the above.

3. Areas of responsibility

In a standard implementation project for Tasklet Mobile WMS, the responsibility for various steps is shared between the partner and Tasklet. Which of the below steps are you, as the implementing partner, responsible for? (multiple choice)

- A. Acquire Mobile device
- B. Install Tasklet Mobile WMS Extension
- C. Configure SOTI MobiControl
- D. Test warehouse processes with end-user
- E. Provide endpoint for the production environment
- F. Create device configuration for Go Live

Correct answers: A, B, D, E

4. Handling mobile devices

Scenario: You are installing Tasklet Mobile WMS for a customer. The customer wants to use mobile devices from a previous solution.

Question: What do you do? (single choice)

- A. Discard the devices and buy new
- B. Initiate the app installation process on the mobile devices
- C. Contact Tasklet to see if the old devices are compatible

Correct answer: C

5. No Orders on The Mobile Device

Scenario: You have installed Mobile WMS in a customer's test environment and are testing a receiving scenario. The customer is running a simple warehouse setup with no check marks enabled on the location map in BC. New items have arrived at the warehouse, and you are about to register the items with Mobile WMS. However, the warehouse employee cannot see any orders on the mobile device.

Question: What could be causing the problem? (multiple choice)

- A. The expected receive date is set incorrectly on the Mobile device
- B. Require Receive is enabled on the location card
- C. The scanner is running an old version of the Mobile WMS app.

Correct answers: A, B

1.5.2 Development certification questions

1. Recommended process for planning

Question: You are starting a customization project with the customer. What is the recommended process for planning a custom function in the Mobile WMS app?

- A. Identify the problem, determine the mobile workflow, and check if Business Central can support the workflow.
- B. Modify the application.cfg file, log out and in again, and share the modified files with the Tasklet Service Desk.
- C. Create a new function on the mobile device, create a Lookup page, and extend the existing Receive function.
- D. Connect to a sandbox, configure it to extend the Mobile WMS extension, and save the mobile application configuration in the project.

Correct answer: A

2. Understanding Prerequisites

Question: Before starting the development of Mobile WMS solutions, what prerequisites are essential for developers?

- A. Experience in graphic design and SQL database management
- B. Access to MobiControl and basic AL development skills
- C. Familiarity with JavaScript and Microsoft Excel
- D. Proficiency in Microsoft Access and web development

Correct answer: B

3. Customization and Integration with Business Central

Scenario: You need to customize Mobile WMS to include additional fields from Business Central in the mobile app.

Question: Which recommended approach would you use to achieve this customization?

- A. Modify the Mobile WMS core files directly
- B. Create a separate mobile app from scratch
- C. Contact Tasklet Service Desk for custom development
- D. Utilize the How-to in the Knowledge base

Correct answer: D

4. Mobile WMS Architecture and Communication

Question: Name the communication architecture between Mobile WMS and Microsoft Dynamics 365 Business Central. Which technology is primarily used for this communication?

- A. Direct Bluetooth connectivity
- B. NFC (Near Field Communication)
- C. Web service facilitating data exchange
- D. Offline synchronization mechanisms

Correct answer: C

5. Utilizing Mobile Document Queue List

Question: How does the Mobile Document Queue List facilitate efficient communication between Business Central and mobile devices in Mobile WMS?

- A. It directly syncs data using Wi-Fi
- B. It Logs and displays the communication between the Mobile Device and Business Central
- C. It provides a backup of all mobile device data
- D. It acts as a graphical interface for document management

Correct Answer: B

6. Customizing the Mobile WMS App

Question: You are tasked with creating a new unplanned function in the Mobile WMS app. Place the steps in the correct order.

- A. Define the header and header fields.
- B. Defining a new Unplanned Function
- C. Return steps to collect
- D. Handle posting.

Correct arrangement of answers: B, A, D, C

Chapter 2

Defining the scope

Tasklet relies on competent partners to sell their product. The partners need knowledge of a variety of different yet connected subjects, namely warehousing, Business Central and Mobile WMS. Tasklet uses eLearning materials to educate their partners and is currently attempting to guarantee the knowledge of individual partners using a certification process, based on eLearning materials. However, as working with Tasklet involves engaging with multiple practices, a certification process needs to account for all of them, to ensure that they have the required knowledge. To determine what knowledge a certification process should guarantee, first I must understand what knowledge is required to be a Tasklet partner. Therefore, my problem statement is as follows,

“What do Tasklet partners need to know to perform their role, and can this knowledge be guaranteed through a certification process?”

Chapter 3

Methods

The collection of data for this project spans two semesters, where I filled two different roles, namely an intern and later a student assistant. Below I visualize the period of time that my data collection took place and the methods used.

Data collection during internship - From the 14th of August 2023 to 30th of November 2023	Data collection post internship - From the 1st of December until present day
Participant observation	Participant observation
Survey	Interview
Interviews	Meeting with COO

3.1 My positioning

In my 9th semester, the goal was to get and complete an internship. My main concern was getting an internship, to which I applied very broadly, and was lucky enough to get, what I consider, a good internship in a company that I had never heard of before. During my internship, I learned what it means to apply the knowledge and skills that I have attained through my years at university. And I began to imagine my future postgraduation, and that I would like to continue working at Tasklet. Thankfully, my manager offered me a position as his student assistant, so I started earning money for my work. I could therefore continue working at Tasklet and base my master's thesis on my work.

However, this put me in a position of an insider attempting to maintain an outsider's perspective. This is made increasingly difficult, as the eLearning department now consists of two people, including myself and I am therefore, at least tangentially, involved in most if not all the work being done concerning eLearning materials and the certification process. My input influences the decisions being made and my work converts those decisions into reality.

To maintain a critical perspective on my work, I attempt to show the partners perspective on what knowledge is required to work with Tasklet and relating it to the reality of the certification process. Thereby showing the divide that exists between them and what this means for both parties.

3.2 Participant Observation

My position as an intern and student assistant, gave me the opportunity to participate in the activities taking place in my field of study, while observing the activities I was a part of. (Overgaard Mogensen and Line Dalsgård 2018) I am thereby both a participant in the activities taking place, and an observer of how and why these activities are being enacted.

A central part to my participation in my field of study, was and remains learning the language used. As participating requires the ability to engage with those around me and understanding their perspectives, which are grounded in a common language and understanding of its meaning. (Overgaard Mogensen and Line Dalsgård 2018) Through my internship, I participated in the work of creating eLearning materials, grounded in the use of the inherent language of my field. It gave me the opportunity to learn how the language is applied and thereby, what their language means in practice.

As both a participant and observer, my roles were twofold. As an intern and later employee, I learned the meaning of participating in a practice and the reasoning for the activities taking place. And as a university student, I observed the activities taking place, their impact and the overall reason for the work being done. This is evident in the central observation of my 9th semester project. As I was working on my tasks, the COO came into our office and exclaimed that a partner he was supposed to meet, had not seen the eLearning materials and they could therefore not understand each other. I could understand his perspective, as I had learned about my field of study, mainly through watching and creating eLearning materials about it. If I had not done so, I could not understand the language used, due to the inherent complexity of its specific focus, words, and reasoning.

My ability to observe whilst participating stems from my position being in the eLearning department. Through watching, updating and creating eLearning materials, I learned the information presented in them and expanded my understanding of my field of study. The knowledge of Mobile WMS and how partners perform their practice in relation to it, is not publicly available. Rather, it can only be found in the eLearning materials, which were the main focus of my efforts during my internship and a large part of my work as student assistant. Thus, the source of information for a large part of my problem analysis, stems from my participant observation in the eLearning department of Tasklet.

This access to participate and observe hinged on my gatekeeper, the eLearning manager at Tasklet. He hired me as an intern based on my experience with qualitative data collection, commenting that I could do more than the internship description entailed. My manager therefore relied on my expertise to collect both quantitative and qualitative data and through his participation I got access to willing respondents and informants. This made access to data collection significantly easier, which became clear, when I attempted to schedule interviews post internship. To distance myself from Tasklet in further data collection, I reached out to possible informants using my university student email. While I received a response, the rest never responded to my initial or follow-up emails. Thus, getting the attention of Tasklet's partners, is aided significantly by the direct involvement of Tasklet.

My role as participant and observer extends to the various meetings, I was part of. One such meeting, was held with my manager, his supervisor the COO and me. My manager presented the structure of the certification process, along with the questions for individual courses and the exam. I had participated in the creation of the questions and structure, thus my work as a participant was being presented and discussed. However, my main focus for this meeting was to observe the discussion, to determine the leadership of Tasklet's perspective on the certification process. The meeting was planned partly to present our work and partly for me to gather the perspective of Tasklet's leadership. To which, the meeting was recorded for transcription, which can be found in section 9.2.

3.2.1 Disparity between roles

In the making of the certification process, I participated in creating both the content and format, as well as discussions regarding its creation. However, as an observer and by the virtue of having gathered a partner's perspective on what the certification should include, I voiced my disagreement with the planned certification.

In discussing the questions, which would serve to guarantee the partners knowledge, I was of the opinion, that it should include warehousing, logistical knowledge and terminology. My manager agreed that such knowledge is necessary to become a competent partner, however, he disagreed on its inclusion in the certification process. Due to the lack of eLearning materials covering that aspect.

I was therefore in a position of participating in the creation of the certification process, which I believe is inadequate. However, in participating, my goal was to make the end-product as good as possible. So, as I voiced my opinion as an observer, it did not affect my participation as an employee, being tasked with its creation. The duality of my roles means, that I have opinions that are at odds with the direction of Tasklet, yet participate in accordance with the direction of Tasklet.

3.3 Data collection during internship

During my 9th semester internship, one of my main tasks was to collect qualitative data through interviews and quantitative data through a survey.

The focus of the survey was to investigate the partners perspectives on the eLearning materials, their preferences for learning, their expectations for the materials and whether their needs were being met. The survey was distributed through a mailing list to Tasklet partners, designated as working with the ERP system BC, as it focussed on the materials covering that subject. This survey was intended to fill a need from Tasklet, of getting more insight into the partners perspectives on the materials, while also giving me the opportunity to gauge whether the materials adequately fulfilled their needs.

Included in the survey was an invitation to participate in an interview, to allow the partners to expand on their answers, explain their choices and share their perspectives. The interviews also gave me the opportunity to ask questions that would aid my understanding of their practice and the field I was participating in. Such as asking a partner, what a typical implementation of Tasklet is, to which

the answer is, there is no such thing. This gave me an understanding of the complexities involved in their practice, which informed my role as a participant and was an interesting perspective for my observations.

The data collected during my internship was both qualitative and quantitative. Quantitative data was collected through the survey; however, the respondents could leave comments. This gave them the opportunity to expand on their answers and gave the survey data a qualitative character, but most chose not to elaborate on their answers, and it therefore remained firmly quantitative. Whereas the qualitative data was collected through interviews. The quantitative data showed the broader perspectives of the partners on the quality of available eLearning materials and their ways of expanding their knowledge. Whereas the qualitative data allowed for investigating the reasoning behind their choices and to talk directly to the respondents based on their survey answers.

The quantitative data I was part of collecting was used internally at Tasklet. As the survey was finished, I visualized the collected data as charts and presented them at a monthly info-meeting to the entire company. While presenting for the first time in a professional setting was nerve wracking, the responses I received were encouraging. As the quality of the data, I had collected hinged on my abilities as a techno-anthropologist, the praise I received transcended my work and became praise for my chosen, soon to be, career path.

However, the qualitative data I had collected was not widely used. As my manager also participated in the interviews, we collectively used the informants' perspectives and opinions to inform our decisions within our small department. But it was not shared with others, used directly, or presented to anyone. While there was an initial intention to ask the informants for a quote, which could be displayed as affirmations of Tasklet, this was never carried out. Therefore, the qualitative data remains largely unknown and unused in Tasklet, beyond being mentioned in conversations between my manager and me.

3.4 Survey

The survey contains structured questions, with the added flexibility of allowing respondents to expand on their answers with comments. This structure allows for comparing their answers and quantifying the broader perspectives of respondents. ([Brinkmann 2013](#))

The informants for the survey were chosen based on their role as Tasklet partners with a focus on a specific ERP system and based on them having used the eLearning platform. Their use of Tasklet University was measured through their number of logins, where we excluded those who had never logged in. The survey was distributed through an email, to a list of users on Tasklet University. As the purpose was to understand the broader perspectives, the survey was sent to 637 possible respondents, and they had around a month to respond. However, as we were nearing the end of the survey, we had received around 30 responses. We attempted to remedy this, by sending a reminder, which resulted in

54 total responses, which gave us a response rate of 8.5%. The goal set by my manager was to reach 50 respondents, and it was therefore labelled as successful. However, due to my limited understanding of the partners practice, I expected the response rate to be significantly higher. I expected that they would receive and read our email and be willing and able to spare a few minutes to answer it.

My inability to understand the low number of respondents, extended to a central question in the survey, which asked whether they would like to participate in an interview. 15 responded that they would, which was more than enough. I therefore investigated how these respondents differed in roles, geographical location, employers, use of Tasklet University and survey answers. We chose six respondents, who we believed would have a variety of perspectives to share. However, in reaching out to the respondents, instead of getting willing informants to interview, we were instead met mostly by silence. Some chose to respond and participate in an interview, while others retracted their willingness to participate due to time constraints and some simply never responded.

While the lack of responses annoyed me, since its usability as data in my project work was diminished, it also became apparent that my expectation of reaching out to consultants and receiving a prompt response is unfounded. It became evident that our possible respondents, particularly those who did not respond, were and are hard pressed for time. And what time they do have, is not easy to get if they are not monetarily compensated for it, as time is their commodity.

In the end, we chose to send interview invitations to all 15 respondents, to which four chose to participate.

3.5 Informants

The first informant is Karsten Lindegaard Hjort, a Danish partner, who has worked with warehouse management for 25+ years. He is among the most experienced Tasklet partners, along with being the oldest partner we interviewed. He works as a consultant and has implemented Mobile WMS more than 20 times. Through his work with implementing Mobile WMS, he has achieved a level of competence, that most partners will never attain. Currently, Karsten works for the Tasklet partner Azets, and is responsible for most if not all implementations of Mobile WMS performed by the company in Denmark. He is among the most competent Tasklet partners, and his perspective can aid my investigation into their practices significantly as a result. The first transcribed interview can be found in section 9.1.1, the second interview can be found in section 9.1.5.

The second informant is Peter Linnet, a partner and part-owner of EcodeL, a Danish consultancy firm, which he started with his business partner. In the beginning of their company, they were looking for freelance work, which they found at Tasklet. Thereby, they both have an insider and outsiders' perspective, and he has achieved a level of competence with Tasklet, that most partners will never be able to. He is the Technical Director for his company, and therefore has a mostly technical, development perspective, along with his leadership position. Through his experience, he has a unique perspective,

as he knows the inner workings of both Tasklet and being a Tasklet partner. The transcribed interview can be found in section [9.1.2](#).

The third informant is a Danish developer, Jeppe Helbo, who has performed developments for Tasklet for around three years. He works for RelateIT as a developer for BC and performs developments for the ERP system and various ISV products. He has made use of internal resources from Tasklet to perform his tasks, as well as seeking information from other developers, through informal online communities. He is the youngest of the informants and was educated in Mobile WMS through eLearning materials. Where the other informants already had experience prior to Tasklet University being made, or experiences gained through other means, such as being employed at Tasklet. The transcribed interview can be found in section [9.1.3](#).

The fourth informant is a French consultant that has previous experience with Tasklet, through implementing it in an international DIY-supply company. The French partner was employed as a logistical manager and sought out different products, where they chose Mobile WMS. They implemented Mobile WMS in various warehouses, prior to working for a French consultancy firm, where they remain employed and tasked with Tasklet implementations. Of the four informants, the French partner wanted to remain anonymous and will therefore be referred to as 'Informant 1'. Variations of the pronoun 'they' will be used to enforce this anonymity. The transcribed interview can be found in section [9.1.4](#).

While these informants were chosen due to their willingness to respond, they still have varied perspectives, grounded in significant experience with their practice. Additionally, their roles, amount of experience and methods for gaining experience differs significantly, and they represent both developers and implementers. They are representative of a community of varied practitioners, who have not learned their practice through an education, but rather their experiences. The informants represent the experienced and inexperienced, the veteran and beginner, all connected by their involvement in a shared practice. They have gained experiences from various approaches, as partnered consultants or employees of Tasklet or a customer. Even as they have different experiences, their overall opinions align as representatives of their practice.

3.6 Interviews

The interviews were conducted as semi-structured qualitative interviews. Meaning, that an interview guide was created and followed, while leaving room for follow-up questions concerning their perspectives, practice and opinions of future eLearning materials and methods for learning. ([Brinkmann 2013](#)) Five interviews were conducted, of which four were conducted during my internship and a follow-up interview was conducted afterwards with Karsten.

3.6.1 Interview guide

The interview guide was created by me as a part of my tasks as an intern, with input from my manager. The guide contains questions regarding how the partners were onboarded, meaning how they became Tasklet partners. It contains questions about their use and opinion of and wants for the eLearning materials. Aswell as questions regarding their preferences for learning and their use of the various sections of Tasklet University, such as newsletters and resources to aid them in their practice. Thus, the interview guide was created to fulfil a need to understand the partners perspectives on the eLearning materials. The full interview guide for interviews conducted during my internship can be found in section 9.3. Whereas the follow-up questions allowed me, and my manager, to ask broader questions regarding their practice and knowledge. Additionally, the informants did not require much prompting to answer questions regarding the eLearning materials, by relating it their practice.

One such instance came from the interview with the Informant 1. I asked them to describe how they learned about Tasklet University, which prompted them to speak for seven minutes. They described how they came to use the platform, followed by them explaining how they were currently engaged in learning about another ISV product and becoming certified in implementing it. They continued by explaining why it is important for them to expand their knowledge of the products they are selling and about how busy they and their colleagues are.

Additionally, the informants' answers were often broad, to which they answered several questions from the interview guide at once, leaving more room for follow-up questions. Their broad answers also allowed me to understand their experiences and perspectives, without needing to ask them about it. We asked follow-up questions about their answers, such as discussing language barriers with Informant 1, prompting a back-and-forth conversation, rather than a strict adherence to the interview guide. This extends to my manager asking questions that were relevant to him but served no purpose in my work. Lastly, as the interview guide focussed on the eLearning platform and materials, many of the questions were irrelevant to Karsten and Peter, as they had not made wide use of either. Thus, leaving room for other questions and broader discussions about their practice.

Therefore, the interview guide itself was created to reflect the need for information about the eLearning materials and platform. Whereas the follow-up questions allowed for a deeper understanding of the informants practice. This was aided by their willingness to describe, in detail, how they engaged in their practice and what they need to know to perform it, without being prompted to do so.

The interview guide for the interviews conducted during my internship, was quite narrowly focussed, yet allowed for interesting insights beyond its scope. Whereas the interview guide for the interview conducted afterwards, was more open. The central question was the same as my problem statement, which prompted a longer conversation about the knowledge required to be a Tasklet partner. Additional questions concerned the creation of a certification process and the importance of experience in performing their practice. However, it remained mostly a conversation between my informant and I,

allowing him to share his perspective, unadulterated by the need to push the conversation forward based on the strict adherence to a guide.

3.6.2 Semi-structured qualitative interviews

Conducting semi-structured qualitative interviews entails having preprepared questions or themes that pushes the conversation forward, towards its eventual conclusion, while being flexible enough to deviate from the prepared guide. This flexibility requires an understanding of the field of study. This, in turn, requires that the ethnographer has spent time learning about their field of study, allowing them to adequately respond and change their prepared questions based on the conversation taking place. (Brinkmann 2013) However, even misunderstandings from the ethnographer can lead to interesting insights, as misconceptions of the informants practice and lifeworld can be dispelled by an informed party. (Rytter and Olwig 2018)

The collected data is enhanced by the informant's ability to extend their answers past the boundaries set by preprepared questions, as their answers are grounded in their life world and experiences. By relating their answers to their experiences, the informant provides data beyond the scope of the questions and furthers the interviewers understanding of their informant. This is further enhanced by employing a receptive interviewing style, by asking relatively open questions, which allow the informant to answer based on personal experiences. As the interviews conducted focussed on the informants' practices, this interview format provided further insight into their knowledge and role as practitioners. (Brinkmann 2013)

The interviews were conducted online through Microsoft Teams, which distanced me from my informants, yet removed the barrier of needing to travel far for in-person interviews. It also made the recording and later transcription of the interviews easier. However, the distance created by an online interview makes it difficult to know when an informant is finished talking or simply thinking for a moment. The inability to 'read the room', the informants body language and to experience their surroundings, makes it increasingly difficult conduct an interview. Leading to some drawn out pauses when I was unsure whether they were finished talking. Additionally, when an online interview is finished, the participants leave the call. Whereas, when an in-person interview is finished, the participants often continue the conversation, as the informants are reminded of additional information or want to express an opinion, without it being recorded. The minutiae of human interactions are diminished or completely hidden due to the distance created by an online meeting. However, online interviews are significantly easier to setup and participate in. It does not negatively affect the data collection, rather it emphasises the importance of being prepared, both with questions and knowledge of the field of study, to circumvent the issues. (Brinkmann 2013)

The interviews conducted during my internship involved both my manager and I, interviewing the informant. I was the main interviewer, asking most of the questions, while my manager would ask his own follow-up questions, supply information that I did not have and answer questions that I could not

answer. My manager therefore relied on my experience with conducting interviews, and it allowed me to ask questions that would aid my investigation, rather than Tasklet.

I chose to conduct a follow-up interview with Karsten, as his vast experience makes his insight into the practice of Tasklet and the partners knowledge very valuable. I attempted to schedule follow-up interviews with Informant 1 as they were engaged in acquiring another certification through eLearning, however, they did not respond. Additionally, I attempted to reach out to other potential informants, who, in the survey, indicated their willingness to participate in an interview. However, they did not respond, which may have been caused by them lacking the time or ignoring the email sent from my university student email address.

The interviews were transcribed using Microsoft Streams automatic transcription feature, after which I corrected the transcription, while listening to the recorded interview. In transcribing the interviews, I focussed on improving the language, removing unnecessary words and repetitions, without altering the informants' remarks. This was done, to make them easier to read and to create citations that were grammatically correct. Additionally, as most of the interviews were conducted in Danish, those citations will be translated when used, with an emphasis on maintaining the original utterance.

The data collected through interviews is used to present the perspectives of the informants, the knowledge required to perform their practice and their experiences gained as practitioners. As they are the experts in the reality of their practice, their learned experiences are central to investigating the performance of a practice within a narrowly focussed community.

Chapter 4

Theory

Being a Tasklet partner means traversing several different, yet connected, areas of knowledge, with their own internal logic and claims of competence. It means navigating several different communities of practice and leveraging their knowledge to complete their tasks.

To become competent within a certain area, the partners must also learn the internal logic and language of the context in which they work. They must be able to engage with their customers, not only based on their knowledge of certain technologies, but also the processes taking place in the customers' warehouse.

Therefore, the theories of communities of practice and language games will be used in this project to answer the problem statement.

4.1 Landscape of practices

The term communities of practice was first presented in 1991 by the social anthropologist Jean Lave and the educational theorist Étienne Wenger-Trayner. *"Lave and Wenger suggested that most of the learning for practitioners occurs in social relationships at the workplace rather than in a classroom setting, a concept known as 'situated learning'."* (C. Li et al. 2009, p. 4)

Étienne Wenger-Trayner used the concept of situated learning in his 1998 book, *"Communities of Practice: Learning, Meaning and Identity"*, to expand on the theory. He prescribed three dimensions to communities of practice, mutual engagement, joint enterprise and shared repertoire. Meaning that a shared meaning is created through interactions between practitioners, who work towards a common goal and share a common language. (C. Li et al. 2009)

In their book published in 2015, *"Learning in Landscapes of Practice: Boundaries, Identity, and Knowledgeability in Practice-Based Learning"*, Étienne Wenger-Trayner and Beverly Wenger-Trayner introduced the concept of a landscape of practices. To describe the various communities that a practitioner navigates, since *"Professional occupations, and even most non-professional endeavours, are constituted by a complex landscape of different communities of practice."* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 15)

Each of these communities have their own internal regime of competence, that a practitioner must align themselves to, in order to become a member. The various communities that a practitioner is a

member of constitutes their landscape of practices, which defines their professional identity. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

Being a competent member of a community entails aligning oneself to the regime of competence inherent in the community and practicing in accordance with the accepted limitations. This regime is shaped by the members understanding of what constitutes competence. Competent members of a community are thereby a reflection of the regime of competence within a given practice. It also entails accountability to the socially created and manifested regime of competence within a community. *“You trust practitioners like your doctor to help you both for their experience and personal characteristics, and also because their actions reflect a competence defined by their community.”* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 14) Thereby, a competent practitioner is not only experienced within a practice, but they also reflect the regime of competence, and are held accountable if failing to do so. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

The regime of competence is *“both stable and shifting”* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 14), as it is defined by the communities understanding of it, which in turn is shaped by the experience of individual practitioners. When a member enters a community, their experience is shaped by the regime of competence they align themselves to, until their experience is a reflection of the regime and they have achieved competence within the practice. However, the regime can be challenged based on individuals’ experiences, which can shift it, if accepted by the wider community. Therefore, becoming and being a competent member of a community entails active engagement with the practice, both to gather experience and to remain aligned to the regime of competence. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

The view of communities of practice as entities in a landscape reveals their ability to influence each other, creating a power hierarchy. A community’s regime of competence being viewed as knowledge, depends on their position in the hierarchy. Even while their claim to knowledge is effective within their practice, it does not guarantee the recognition of the wider landscape. (Étienne Wenger-Trayner and Wenger-Trayner 2014) While regulations, standards, laws etc. may give rise to a community of practice, the practice itself is created by the practitioners. Other communities may influence each other, however, even a more powerful community cannot replace the local regime of competence. Knowledge may be transferred between communities but is in turn shaped by the practitioners and never simply implemented. (Étienne Wenger-Trayner and Wenger-Trayner 2014) This, along with the shared history in each community, creates a boundary between the communities. This makes subsumption of another community impossible. Instead, the boundaries are a negotiation between practitioners, of how one regime of competence becomes, is or isn’t relevant to another. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

Boundaries hold the potential for great insights that can expand the community’s regime of competence, and for wasting one’s time or becoming lost. The crossing of boundaries is a necessity for the

integration of a landscape of practice that a practitioner inhabits. Connecting different regimes of competence, that collectively shapes a person's identity as a practitioner. However, a practitioner will never be able to be competent in all practices in a landscape. They can be knowledgeable about them and its relevance to their own practice, and thus aiding in identifying one's position in the wider landscape. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

Entering a new community entails learning a new practice, however, *"[...] learning is not merely the acquisition of knowledge. It is the becoming of a person who inhabits the landscape with an identity whose dynamic construction reflects our trajectory through that landscape. This journey within and across practices shapes who we are."* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 19) A practitioners' identity is shaped by three forms of identification namely alignment, engagement, and imagination. (Étienne Wenger-Trayner and Wenger-Trayner 2014) Becoming a member of a community requires aligning oneself to the context in which they find themselves, meaning that actions are coordinated, and regulations are followed. This does not involve submitting oneself to an authority, rather it is the coordination of perspectives and contexts so that actions have the intended effect. It means becoming a member of a landscape, that can engage with others. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

Engagement is the practitioner performing their practice, gathering experiences from doing so and becoming practicing members of a community. Through engagement, they gather experience with the regime of competence of the practice, that shapes their identity as practitioners. Even if the engagement with a certain practice won't be repeated, the experience of it and decision to not participate further, influences how a practitioner views themselves in their landscape of practices. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

Through a practitioner's engagement with their landscape, they begin to imagine their placement in it and to personalize their identity as practitioners. It is the imagining of oneself as part of a larger community and understanding their placement in it. Without understanding where they fit in, it becomes difficult, if not impossible, to identify oneself as a member of a community. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

A practitioner's ability to translate the landscapes complexity, its practices, and boundaries, *"into a meaningful moment of service"*, (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 23) is their individual knowledgeability. *"The ability to do this depends on the depth of one's competence in one or more core practice(s), which ground the experience of the landscape in specific locations; and it also depends on one's knowledgeability about other practices and significant boundaries in the landscape."* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 23)

Knowledgeability is not defined by a single regime of competence, but by the broader landscape of communities that a practitioner inhabits yet cannot claim competence in all individual communities. (Étienne Wenger-Trayner and Wenger-Trayner 2014) Practitioners thereby have competence in individual communities of practice and knowledgeability of the wider landscape they inhabit. A practitioner's

identity is also central to their knowledgeability, as it implies accountability. *“If a practitioner serving a client represents the whole landscape of practice for that person, then in each moment of service, he or she has to resolve the question of where to be accountable.”* (Étienne Wenger-Trayner and Wenger-Trayner 2014, p. 24) When representing several different communities, with varying regimes of competence, a practitioner must decide to whom or what they are accountable. However, accountability in one situation must be expressible to another, to fully realise the knowledgeability of a landscape. (Étienne Wenger-Trayner and Wenger-Trayner 2014)

4.2 Language Games

Humans have the ability to communicate in a way, that no other living being on Earth can. Through our use of language, we can interact and work with others in increasingly complex ways. As children, we learn how to use words and body language to express ourselves and through our lives, we learn or invent new words, to express ourselves in unfamiliar situations. (Nørreklit 2020) *“In this way we develop our ways of doing things, integrate new inventions and produce new technologies. The language is not there a priori. We make it exist as we produce it. Using it enables us to develop and change the world.”* (Nørreklit 2020, p. 12)

In a Language Game (LG), the participants coordinate their activities through communicative acts. The communication is then enacted through actions. People can participate in many different LGs, and through them, they can structure their activities. Through participation in an LG, the actors create, manage or influence relationships with others. LGs are constructed by the actors participating in it and could not exist without them. (Nørreklit 2020)

Communication is central not only to the execution of actions, but the right actions, that produce the intended changes. Actions are performed according to the LGs inherent division of labour. Tasks are communicated to those responsible for producing the change and without them or their participation in the LG, the actions could not be performed. (Nørreklit 2020)

It is through participation in an LG that actors interact with the world. Through common understanding of the meaning of certain expressions, the actors coordinate their actions. Without an LG, the actors could not communicate effectively, leading to misunderstandings. LGs create a common language that the actors use to interact with each other. By understanding the meaning of another actor, one can understand what actions they themselves need to perform and identify their place in the LG. Without the effective communication of actions, the intended result cannot be achieved. (Nørreklit 2020)

Chapter 5

Analysis

Tasklet partners need to be knowledgeable in several communities of practice to become competent practitioners. These communities of practice jointly create Tasklet's landscape of practices and determine the knowledgeability partners require, to claim competence. This knowledgeability requires an understanding of the language and terminology in use, ensuring their ability to communicate with customers and Tasklet. Effective communication and its translation in actions is a necessary part of the partner's practice.

5.1 Tasklet's landscape of practice

Tasklet partners need to be knowledgeable about Tasklet Mobile WMS, ERP systems and the context in which they are working, namely warehousing. Additionally, few if any partners work exclusively with Tasklet, and rather sell a myriad of different products, which may be somewhat related. They are therefore members of several different communities of practice and are likely tangentially members of several more. Their specific landscape of practice is created, expanded, and changed through their engagement with different communities. Through their engagement with a practice, the partners shape their professional identity, gain experience, and become increasingly competent in their practice.

Entering a new community requires alignment to a new context. For Tasklet partners, it means learning about the product and how it relates to the performance of their practice. It means conforming to another regime of competence and alignment to a new context which they may be inexperienced with. Only once they have learned the necessary knowledge can they begin their work; however, this is not tracked sufficiently well to guarantee it. And even if they achieve some competence with the individual products, it must be implemented and customized to fit the specific context of the customer's warehouse. It must fit their internal processes and be usable by the warehouse employees. The ability to understand internal warehouse processes, requires knowledge of such processes. This knowledge is gathered by the partners through engagement with their practice. Through performing their role, they become better at it. However, this means that partners performing their first implementation or development of Mobile WMS, cannot be described as competent members of the community of practice surrounding Tasklet. It is near impossible to be competent in a practice that a person has not previously performed, yet a poor performance from a partner regarding a specific community, is damaging to the reputation of that community.

Through their engagement with the various practices they were, are or become members of the partners shape their professional identity. They imagine their placement in the different communities and personalize their services, based on personal proficiencies and or preferences. Through their imagination, anchored in alignment and shaped through engagement, they see themselves as a member of the community. This alignment to, engagement in and imagination of a practice, is the way for Tasklet partners to become competent. However, through their engagement with a variety of communities, they will mainly belong to specific communities and others tangentially. In belonging to a community, they engage with the inherent practice and become practitioners. Whereas they can be knowledgeable about other communities, with which they have not engaged in the practice. They may not even see themselves as part of the community of Tasklet, but it will be a part of their landscape. Therefore, they may not be fully competent in performing their role with Tasklet, but through their knowledgeability of their landscape and that surrounding Tasklet, they can still perform their tasks.

The partners knowledgeability stems from their broader knowledge regarding Tasklet's landscape, gathered through educational materials. However, to transfer that knowledgeability into competence, it must be grounded in experience gathered through engagement with the practice and industry.

When implementing an ERP system and ISV product(s), the practices of the implementer and developer differ. The implementers need to be knowledgeable about the warehousing industry, to understand the processes involved. They not only need to understand how ERP systems and Mobile WMS are implemented and used, but be knowledgeable enough about them, to identify which processes can be performed with these technologies. They also need to be knowledgeable enough to communicate effectively with their customer, based on the specific context of their processes. The developers need to be proficient in coding specifically for the ERP system in use. However, the implementer's role includes communicating to the developer, exactly what developments need to be performed, and in some cases, even how such developments should be performed. The developer doesn't need to understand the customer or their processes. They are members of a community for developers, and tangentially members of the various practices for which they are tasked with performing developments. The implementers therefore have a much larger responsibility for a successful completion of a project than developers, however, the developers are essential for the successful customization of the customers setup. The implementer can tell the developers what to do and how to do it, but in most cases, they are unable to perform those tasks themselves.

As the partners are navigating their landscape of practice, they are often situated on boundaries when performing their role. Rarely does a partner implement a single product and rarely do they focus on the same industries. Instead, they gather experience through their engagement with several different communities, which can often be useful in other situations. If a partner becomes good at communicating with customers through their engagement with one practice, they can transfer that ability into their future tasks. This in turn allows the partners to connect various regimes of competence and in combination, use them to perform their service. And as they become more proficient, they become an

extension of their landscape and their regimes of competence.

5.2 Communication

Language is central to the practice of Tasklet partners. They must be knowledgeable enough about Mobile WMS, ERP systems and warehousing to engage in conversations with their customers. They must understand the customers' requirements, identify their needs and through communicating with their customers, they can collectively determine what needs to be done.

The partners communications turn into actions through the defining of tasks, which need to be performed to meet the customer's needs. The implementer creates a document for the developer to follow and the developer uses the document, to perform the necessary developments.

The partners need to be able to communicate with Tasklet, and therefore understand the language of the sector. Without the ability to communicate, the partners will find it difficult to perform their role and Tasklet will be unable to assist them. This was exemplified by the outburst from the COO of Tasklet, which became a central point to my 9th semester project. It showed, that engaging with Tasklet requires communicating through a shared language, grounded in a specific practice.

The language of Tasklet is shaped both by the warehousing industry, but also by the specific ERP systems. As Mobile WMS is an extension of the ERP system in use, the language of Mobile WMS has been shaped by the language of the ERP system. This is most evident in the coding language of Mobile WMS. Therefore, developers with experience in the ERP system BC, will be able to transfer that knowledge, into being knowledgeable about the coding language of Mobile WMS. Where the implementers use of language is situated in the context of the customer and shaped by their needs, the developer's language is stable.

5.3 Knowledge of Tasklet partners

Tasklet partners are consultants, who sell their time based on their knowledge of and expertise in various subjects and of a variety of products. To become a competent consultant, *"You need to have in-depth knowledge of what you're dealing with. It's essential."*-Karsten 13:00

It is essential for a consultant to be proficient in the services they provide. In relation to Tasklet, this means being proficient in the product, Mobile WMS, the partners core practice of implementing ERP systems and the context of the warehousing industry.

"What's so interesting about warehouses is that it's the people in the blue overalls who are just running around on the floor and they're not doing anything that has any significance for the company, and they're not very important. Until they get sick or the film breaks, then you find out. [You] realise that the warehouse is the focal point of the company." -Karsten 01:11

The processes taking place in warehouses with the aid of mobile scanners with Mobile WMS software, are critical to the company's ability to operate.

5.3.1 Knowledge of the product

To be a Tasklet partner, means selling, implementing, and customizing Mobile WMS. Their knowledgeability of relevant products and the processes they support and or enable, are critical to their competence regarding Tasklet.

“But for me, for the consultants, it’s a very big challenge to improve the knowledge of the product we are selling. Not only Business Central, but also the extension, because you cannot sell the extension or the product if you don’t know how it works.” -Informant 1 8:59

The partners attain their knowledge of Tasklet through eLearning materials, which they are required to watch, according to the partnership agreement. It is the first step of entering the community of Tasklet and learning its practices. It is a necessary step in the partners aligning themselves to the regime of competence of Tasklet, preparing them to engage with the practice.

“Because all our customers are not implementing a new app every day. They don’t know how to do it and they need to be confident in their consultant, in their team that is with them.” -Informant 1 8:59

The customers are paying for others to perform the implementations and expect competent practitioners to fulfil their requirements. Having competent practitioners performing the implementations of products is in the best interest of everyone involved. Tasklet sells a license, the partners sell their time and the customer processes become more efficient, allowing them to recoup their investment.

“[...] it’s to support the things that happen on the floor, that are happening in the company, so you have to learn to translate and transform the best practice, so that you really streamline a company, so that IT becomes your friend.” -Karsten 25:21

Tasklet Mobile WMS supports the activities performed by humans, working on the floor of the warehouse. To make sure it does, the partners need to understand the warehouse processes taking place and translate that into an IT solution.

However, before a customer even chooses to use Mobile WMS, the partners must convince their customers to purchase it. The customers may do some cursory research of their possibilities, but rely on the consultants they hire, to guide them through the entire process.

Customers pay for Mobile WMS through licensing, either a lump sum or monthly, *“But they did not understand why they should pay more for an extension.” -Informant 1 45:11* Before a customer agrees to purchase Mobile WMS, the partners must convince them to do so. They must be knowledgeable enough to explain how it can support their processes and make them efficient enough to cover the cost of the license. Without visiting the customer, they must explain how their specific setup will be aided by this tool. And if the customer is not using mobile scanners, then the partners must convince them of its potential for efficiency as well.

“Then there’s the matter of understanding what [warehouse workers] are doing, and why they don’t have time

for anything other than [mobile devices] working immediately when you scan, and why they can't just use their mobile phones to scan. Because sometimes it's incomprehensible. Why do I need such an expensive scanner? Try giving it to someone who handles 1000 lines per hour and see what he thinks about whether a mobile phone is good enough."-Peter 18:30

In the beginning of the process, the partners are likely not engaging with the warehouse workers, but rather the management personnel. Therefore, they must convince non-users of the efficiencies that the users will experience. They have an overview of the processes taking place in their warehouse; however, they are not the ones handling potentially thousands of orders daily. "[...] it's important to have a basic understanding of what WMS really is and how important it is to a company."-Karsten 01:11

Beyond understanding Mobile WMS and its use, the implementer needs to know how to perform their most important task, which is the implementation. This requires the ability to successfully install the software into the ERP system, ensuring compatibility between them. However, most importantly, it requires the customization of the IT-solutions, to accommodate their customers processes.

The specific context of the customer is the cornerstone of the partners practices. For instance, Karsten performed an implementation of Mobile WMS in Dansk Outlet, who sell clothes. They needed to ensure that the clothes they receive are the correct items, sizes, and colour. Where the standard setup of Mobile WMS requires the warehouse worker to manually input the number of items, they wanted to count the items by scanning every single one. "So that 3 items, that is 3 scans" -Karsten 37:35 Dansk Outlet needed to ensure that the correct items were entered into the ERP system, using Mobile WMS. They needed to have an accurate inventory of their items, as the many variants increases the risk of sending incorrect items to customers.

The ability to customize Mobile WMS to fit the customer's needs, is an important selling point. No warehouses are exactly the same, they store and sell different products, have different ways of doing so, and they also vary due to geographical complications. "[...] because in Russia, the warehouse workers were sometimes not able to read or write. They were not able to understand lots of things. [...] But Tasklet was useful because of the little pictures. And we reduced the number of pictures of course, to avoid mistakes. It was easier to explain."-Informant 1 00:34

In reducing the functionality of Mobile WMS, the partner has tailored the system to cope with the diversity of the warehouse workers in the industry. As warehouse workers encompass many different types of people, the ability to understand their diverse needs and translate it into the setup of an IT-solution, is critical to a project's success. However, without the developers, those customizations would not be performed. The tasks of the implementer include determining the necessary developments, documenting them, and transferring the task of performing them to their developers. The implementer therefore needs to be able to create the documentation, which allows for the developers to customize Mobile WMS or even create new functionalities, to accommodate the customers processes. The documentation needs to explain to the developer that, "[...] it's from this page that you need to call that particular

element and so on. So, a small technical design document like this is necessary if you want to be successful with it.” -Karsten 14:05

Where the developer is sitting in their office, the implementer has visited the customers and observed their processes first hand. They know what is going on and what developments need to be performed. The developers need to attain knowledge and competence with specific products, and know how to work with coding languages, to perform their role. However, from years of internal development with Mobile WMS, its standard functionality and easy customization, has decreased the necessity for developers in some cases.

“For our company, it’s not that big of a deal. I mean, we have a lot of customers who use it, but it’s not because we’ve made so many customizations for it. I don’t think the need has been there.” -Jeppe 20:26

However, the selling, implementation and customization of Mobile WMS also suffers from a language barrier. As the partners learn about Mobile WMS through eLearning materials, which are exclusively in English, non-English-speaking partners are unable to learn it. They are unable to align themselves to the regime of competence, making it more difficult to engage with the practice and become competent practitioners.

“[...] the customer we are starting in January. They ask for lots of development of Tasklet directly. [My colleague] did not know Tasklet. So, I told him maybe you should go on Tasklet University, watch the video, but he does not speak English. It’s not possible for him and some others. And for customers, I just have to forget this because many of our customers do not speak English at all.” -Informant 1 23:02

Learning about Mobile WMS, a necessary step to become a Tasklet partner, is not possible for those who do not speak English. A clear barrier to a company selling their product in several different countries. Additionally, the inability of customers to understand English further increases the diversity of the customers, their unique situations and needs, which must be considered. Where IT-systems are logical and streamlined, the specific needs of the customers are influenced by a vast array of complications due to the human element.

The customers can use the software, which is translated into many different languages or can be customized to enable illiterate users, but the partners cannot become competent practitioners without knowing English. However, for those who do, learning about Mobile WMS is not the main obstacle to increasing their knowledge within the landscape of practices, that Tasklet occupies.

“[...] in reality, when we sit down and look at it, it’s not Tasklet that’s the problem. It’s either understanding the inventory management or understanding the whole thing, what kind of processes are going on out there. What do we need to scan? That’s where the consultant simply falls short.” -Peter 11:24

To truly become competent with Tasklet, the partners need to be knowledgeable about Tasklet’s landscape, the practices therein and how to connect them into the services they provide. They need to be able to understand the processes taking place and how the products can support them.

"If we are separating the products, is it Business Central inventory management or is it Tasklet, it's actually often Business Central inventory management that's difficult." -Peter 11:24

5.3.2 Knowledge of a core practice

Tasklet partners are first and foremost Microsoft partners, who implement Microsoft ERP systems, along with other ISV products. In order to implement an extension of an ERP system, such as Mobile WMS, they must be knowledgeable about the practice that enables them to be Tasklet partners. Mobile WMS both relies on the setup of the ERP system and cannot function without it. Therefore, to become competent with the practice of Tasklet, the partners need to be competent with implementing or performing developments for the ERP system.

The partners attain their knowledge of the ERP system through various means, depending on their employer. However, Microsoft has extensive eLearning materials to both learn about and become certified in the various Microsoft products.

"You need to understand your ERP system. What kind of offerings does your ERP system provide and what kind of opportunities does it offer." -Karsten 05:50

The capability of ERP systems is immense. BC is built to accommodate most if not all businesses, and through the various ISV extensions, that capability is increased further. This is great for the customer, however, it puts increased pressure on the partner, to fully understand the product they are selling.

"It's the same for Business Central when we are in some tender, just coming after one who doesn't know the product. It's really complicated to explain." -Informant 1 16:45

If a customer has experienced a poor consultation of the capabilities of the ERP system, it becomes even more difficult. As they not only have to explain what the ERP system can do, they also have to appease the customer and dispel the poor consultation. But explaining the ERP system is often not enough to satisfy the customer, as Karsten describes.

"I have my own test environment. And I use that for these presentations to customers. Then I do these demonstrations myself, and it also has something to do with the fact that I know what these little things are, which are completely insignificant in reality, but which are "damn, that's smart" and that's the one that needs to be shown." -Karsten 30:00

Through his experience, Karsten knows the nooks and crannies of the ERP system. He knows the small things that will convince the customer, that they should choose him as their consultant. He can make them believe in his ability, not only by communicating, but through his actions. But Karstens ability to showcase the small but smart things, comes through his many years of experience with showcasing and implementing ERP systems.

However, years of development have led to the current version of BC, having a solid set of standards for warehousing. BC currently has six different standard setups which range in complexity, and a part

of being knowledgeable about BC, is understanding these six different standard setups.

“There are 6 different ways to set up the warehouse. And you need to know the 6 different ways to set up the warehouse. You need to know how to go from doing nothing at all, to a very simple warehouse, to a very advanced warehouse management system.” -Karsten 05:50

These six setups act as a starting point for the partners. They can determine which setup is appropriate for the customers' requirements, and from there they can customize the setup. As a result of the standard setups, the developments necessary for accommodating the customers specification have decreased over time. When asked whether he always has to customize Business Central, Karsten replied.

“It's that we need to do things in a different way. We need to handle things that way. [...] So, the standard is basically a standard installation, and then we try it out and then we take it from there, and then the customizations come.” -Karsten 37:35

The customizations of the customers setup depend on their processes and how they want to handle them. The implementer has to identify the customers' needs accurately, to ensure that the setup performs as expected. However, the need for the implementer to determine the customers' needs become exacerbated, by the inability to scale down between the six standard setups.

“You can always expand upwards. You can't downgrade. So, once you've taken warehouse management to the next level and ticked all the boxes, you're stuck with it. And then you can't change it, but you can expand it if it should appear necessary from below.” -Karsten 05:50

The setup of the ERP system can become more complex, however, once certain settings are enabled, they cannot be disabled again. A complete overhaul of processes and IT systems in use can decrease the complexity, however, the inability to downgrade stems from the cost associated with such an endeavour.

Determining how simple or advanced the warehouse setup should be, does not depend on the size of the warehouse, but rather the complexity of their processes. The different levels of complexity mean, that a larger number of documents are created in BC. It thereby automatically handles more processes or processes of higher complexity. Additionally, a company may operate several warehouses, which store different items, and therefore need varying levels of complexity.

“We're currently working on a project in Sweden, where we have one of them running a very advanced setup. And then there's another that runs with something completely basic and simple. Where it is actually defined on Purchase and Sales Orders, how they should be handled. Then it doesn't need to be more complicated. It's important to understand that not everything has to be the same.” -Karsten 14:46

Thereby, the specific context of the customer extends to the differences between their locations. This increases the complexity of the partners tasks, but it is necessary to understand, for a partner to implement and customize the ERP system. Understanding how to implement an ERP system in multiple

warehouses, extends to the usage of item numbers and barcodes. As Peter describes,

“It’s because they’ve created the same item twice, because if it’s one warehouse, they use this item number, if it’s another warehouse, they use this item number. They both have the same barcode, how the hell do you imagine that’s going to work? And who is the consultant who hasn’t stopped it?” -Peter 11:24

These numbers must be specific to one item, in a system that is shared between the warehouses. Double registering a barcode, means that the ERP system cannot fulfil its most important warehousing task, which is managing the inventory. It is important for the partners to know how to perform their practice, but it is also important, to know what not to do.

The biggest barrier to partners becoming competent with Business Central, inventory management and how it relates to Tasklet, is the numerous ways in which it can be set up. “[...] it’s just that there are so many ways you can configure and use BC and therefore also how you can configure and use the Tasklet scanners.” -Peter 9:12

This makes it increasingly difficult to teach the partners this aspect through static and standardized eLearning materials. As these cannot cover the full scope of possibilities and the partners need to attain their knowledge of ERP systems through a combination of educational materials and engagement with their practice, whether related to Tasklet or not.

But for the partners to make the ERP system a reflection of the customers processes, thus accommodating their requirements, they need to understand the context in which they find themselves.

5.3.3 Knowledge of the context

Tasklet Mobile WMS is used in warehouses to improve their internal processes. For a partner to implement an ERP system and WMS solution into a warehouse, they need to be knowledgeable about warehousing. “[...] there’s some logic to it and there’s some theoretical logistical knowledge about how the heck, when do you use what?” -Karsten 13:16

For the partners to know what to do, they have to learn about the IT solutions they are implementing, but to know when to use certain capabilities, they must know the context of their field and actions. “Sometimes I think, just try to walk around in a warehouse and see what’s actually going on and where the Tasklet solution fits in.” -Peter 11:24

The partners must be knowledgeable about the general processes taking place in a warehouse, to identify how to engage with the practice of Tasklet. Warehouses have different processes, yet they can be generalized to the benefit of inexperienced partners.

“A truck comes in and we scan [the pallet], because then we show BC that we’ve actually got it up on the ramp. Now we need to get it off the ramp, and then we need to put it into bulk storage or picking storage, or wherever it needs to go. [...] then it has to be picked, replenished, moved or counted.” -Peter 11:24

Understanding the basics of warehousing is essential for a Tasklet partner, but such a general understanding does not enable them to perform their tasks. In order to truly become a competent practitioner in the landscape of Tasklet, the partner needs to be knowledgeable in the field of warehousing. *“Without it, the whole thing falls apart, so you need to have that underlying understanding and respect for the fact that warehousing is a very difficult discipline.”-Karsten 01:11*

This understanding of warehousing is central to the tasks performed by the implementer of IT-solutions in warehouses; however, it extends to the customizations performed by the developers. The consultant tells them what to do, yet they still need to understand the reasoning behind the developments, to fully understand why they are performing specific tasks.

“[...] we have some trainee programmes, and when they have to do logistics, it can be a bit difficult for them to start from scratch. It's not the easiest subject in the world to tackle, but it can be good that they at least have some guidance to lean on. How they actually get things presented to the scanner.”-Jeppe 5:58

The developers are performing and testing functionalities, which will be performed by warehouse workers. For them to understand the result of their developments, they need to understand how they are reflected on the mobile devices. But to understand the purpose of their developments, they need to know how it will be used to support warehouse processes; thus, they need to understand warehousing on a general level.

Both implementers and developers can learn about BC and Mobile WMS through standardized eLearning materials, and the standard installations get them very far. However, the context of warehouses can only be generalized to a point, where the customers processes become hidden. There are standard warehouse processes, yet it is the specifics of those processes, which becomes the foundation of the partner's practice.

“Most people don't have much experience with it. I don't know of any places where you can, of course you can go to university and get an education there, but they don't really give you that practical understanding, so it's usually something like side-by-side training. And so many years of experience that gives you an insight into that world, otherwise you don't have it.”-Karsten 16:34

As Karsten describes, you can get an education in logistics, but you need experience to truly understand the field of warehousing. The partners need to understand their customers specific setup, however, there are general topics that the partners need to be competent with, to engage with their practice, such as barcodes. Since Mobile WMS operates on mobile scanners and the items in the warehouse are tracked using BC, using their barcodes. During my internship, we investigated whether there is a need for eLearning resources covering barcodes, to which Karsten replied.

“It's something there is a huge need for, because a lot of people don't know a damn thing about it.”-Karsten 34:51

The barcodes store information about the items they represent. However, there are many different types of barcodes, of which several function with Mobile WMS and BC. It is therefore important, that

the partners know which barcodes can be used and when they should be used.

“So, there is definitely a need for, well, I’m sure there is. More knowledge about barcodes in general.”-Karsten 34:51

However, if information about barcodes is shared through static eLearning materials, it can quickly become irrelevant, due to the vast amount of different possible setups. Thereby, such eLearning materials should be so general, that it simply functions as an introduction to various types of barcodes and their usage, to remain relevant for the partners.

“It doesn’t take much for it not to be the exact warehouse setup we use or for this customer to do something a little bit different, and then this guide doesn’t work, we think, even though the customer might not notice the difference, but unfortunately it doesn’t take much.”-Peter 9:12

This issue of irrelevance due to having a different setup, is a recurring problem when making eLearning materials for Tasklet partners. Their work is so specific, that becoming a competent practitioner through the existing eLearning materials, becomes impossible. They need to engage with their practice, apply the information they have learned, to truly become competent practitioners.

The central element of the customers warehouse processes is their picking routes. These are the paths of the warehouse workers, when picking items for a shipment. As part of their practice, the implementer follows the warehouse workers, sketching their path to visualize their processes and actions. Which functions as a starting point for the improvement of those processes.

“[...] where you take a pick route and then you go out to them and time it. To find out how long it actually takes to go around to the different picks.”-Karsten 22:32

Directly observing the processes taking place in the warehouse, is central to the practice of the implementer. They are not only tasked with improving the customers processes through IT-solutions, but also the rearrangement of those processes, to improve efficiency. The physical improvements to efficiency of the picking routes involves the numbering of storage shelves.

“Do you start at 1 and then end up at 16, or do you go from one side to the other in a criss-cross pattern. There are so many different ways you can set up a warehouse like this.”-Karsten 20:39

No matter which setup is chosen, it is the task of the partner to make the processes as efficient as possible, *“So that your [picking] route actually gets shorter and shorter, so you have to walk as little as possible.”-Karsten 22:32* This may include creating several different possible setups, so the customer can change the placement of items, according to the orders they receive. So, the warehouse workers begin their day with setting up the warehouse, to make the processes taking place at the time be as efficient as possible.

“[...] it takes a hell of a long time. You have to find the optimal processes and things like that. It’s something you learn by seeing things like that.”-Karsten 23:33

The process of improving the efficiency of a warehouse both takes time to do and takes time to learn. Only through extensive engagement, can a partner become competent with working in the warehousing industry.

To be a competent practitioner, in the landscape of practices that Tasklet inhabits, competence with warehousing is critical. This is the context from which all other decisions are made, and where poor decisions can exacerbate other issues. Since the setup of the various IT-systems relies on the processes taking place in the warehouse, the fundamentals of the warehouse must be solid.

“Design in a warehouse, there are many people who sit there and say, ‘You just need these things’, and they’ll bring them out. Then it turns out that the shelves are completely skewed, and there are no aisles and so on, and it all turns out to be rubbish.” -Karsten 09:56

The implementer therefore needs to know the fundamentals of best practices, concerning warehousing. Without which their ability to perform a satisfactory implementation will falter and their professional identity as consultants will be damaged. And some fault may be placed on Tasklet, since the consultant works for a company that is partnered with Tasklet.

“Can the truck drive to the left or right, all those picking routes. [...] It’s important that you have the basics before you dive into anything with BC and anything with which devices they need to use. It’s that you have thorough knowledge of how this warehouse is designed.” -Karsten 09:56

The implementer not only needs to know the functions of a warehouse in general, but also the specifics of the warehouse in which they are performing an implementation. General knowledge can be learned through a myriad of ways, most effectively being through engagement with the practice, and observing the processes taking place in hundreds of different warehouses. However, such requirements would be impossible to uphold and severely damaging to the business of Tasklet. Entering into a practice involving warehousing, without previous experience, is a very difficult undertaking.

“But it also requires that you have the professional knowledge to spar with the companies, because it’s no use sending a junior consultant out to a warehouse to an old warehouse man who’s been out there for the past 35 years. [...] You need to have some hair on your chest before you can say ‘you’re an old fool’.” -Karsten 24:33

Engaging with veteran warehouse workers, without an understanding of their practices is unlikely to yield a positive result. Effective communication with customers relies on having a shared understanding of the industry. But the result of a successful effectivization of warehouse processes, coupled with increases to efficiency from the IT-systems, can be huge for a company. These are not small investments and often includes monthly subscription fees, that the new warehouse processes must at least cover.

“I’ve done a lot of cost-benefit analyses in warehouses in my time, and it shows everywhere I’ve done them, that there is typically a 25% reduction in staff and that the payback time for such systems is less than a year.” -Karsten 01:11

Such a return on investment requires a competent partner to realize. For every customer to be left satisfied and their processes more efficient, requires a partner, who is competent within all communities of practice in Tasklet's landscape. The partner's trade is their knowledge, and their professional identity is shaped by their ability to perform their practice.

5.4 Knowledgeability

To be a competent Tasklet partner requires being knowledgeable about several topics. They must be able to work with, implement and customize Mobile WMS and Business Central. They must know how these two IT-systems interact and rely on each other. And they must be able to understand the customers processes and how they can be improved.

"If you can sort of divide the problem of people who don't know enough in two, one thing is the end user, another thing is the consultant, then I think the consultants are the big problem."-Peter 11:24

Tasklet's business model moves a large responsibility onto the partners. This responsibility is then moved onto the individual partners that perform the implementations and developments. The myriad of decisions that must be made, can only become a successful implementation, if the partners are knowledgeable enough about their practice. This makes it increasingly difficult for new partners, yet it is central to the success of Tasklet, the consultancy firm and for the customer to be left satisfied. Where a poor performance by a partner, can leave a customer worse off than before.

" 'We don't use inventory management', but why, what do you want a scanner for? 'Well, it's just because it's so easy to count', but to what? There are a lot of problems. Our consultant doesn't know how to handle such a case because we have a BC that doesn't use inventory management, but they want to use Tasklet. There is [...] a warehouse consultant who has failed completely in that the customer doesn't use inventory management at all or doesn't use it properly."-Peter 11:24

However, the only way to truly become a competent Tasklet partner, is to engage with the practice and gain experience. The partner can have or learn concepts of theoretical knowledge of warehousing, but that needs to be tied to real world experiences, for them to truly understand those concepts. The implementations performed by partners are not theoretical, they operate in physical warehouses and impacts the daily lives of the employees. A partner failing to adequately perform their practice, negatively affects their customer, its employees and those who depend on their ability to effectively conduct their business. When asked how much influence being experienced has on the partners practices, Karsten replied.

"Huge. Huge, there's no doubt about it. It's the consultant, [...] who says this is how I want it and it has to fit in with this and that. Because it's the consultant who, for the most part, knows what it is, i.e. how it should work in everyday life."-Karsten 13:19

Herein lies a large barrier to entry for Tasklet partners. In order to properly perform their role, they must have engaged with the practice and gained experience. However, in order to engage with their

practice competently, they must have experience. Tasklet can therefore not guarantee that all partners, especially new partners, are able to perform their role to a satisfactory degree.

5.5 Certification

The knowledgeability of individual partners is currently unknown to Tasklet, which the certification process seeks to change. Other ISV companies require their partners, to become certified through in-person or online learning processes, to be able to work with their product.

"I also think that certification could be a good idea, so that you have to be certified before you can become a Tasklet partner."-Karsten 08:35

Requiring partners to watch eLearning courses and become certified, will enable Tasklet to guarantee that their partners are knowledgeable enough to engage with their practice. However, in making the certification questions, a divide emerged between the perspectives of partners and Tasklet. Exemplified by Karsten, who wants the certification to guarantee the partner competence within Tasklet's entire landscape of practices.

"So that those who are out there know that people have the necessary qualifications and competences to be able to handle this, both at the general warehouse WMS technical level. And also, at the Tasklet level. Because it's so important."-Karsten 08:35

He thinks that general warehousing knowledge should be integrated into the certification exam. However, from the perspective of Tasklet, it cannot be included, if such knowledge is not reflected in the eLearning materials on Tasklet University.

"It has to be something you can do if you just watch the course. So, in one way or another, what they answer should preferably also be supported by the course. [...] Or mentioned in the course. [...] Because we're not checking whether they have their education in order, but whether they have watched the material we have presented to them."-Tasklet COO 13:17

Herein lies a divide between what Tasklet can expect of their partners, and what a competent Tasklet partner believes being a certified Tasklet partner should mean. While Tasklet would like to guarantee that their partners are as knowledgeable as possible, the responsibility to increase partners knowledge lies with the eLearning materials. If they do not support partners becoming knowledgeable in warehousing, then it cannot be included in the certification process. Additionally, Tasklet is not *"checking whether they have their education in order"*, rather ensuring that they have watched the existing eLearning materials.

"We can bring in people with varying levels of experience. And also with varying hats, who complete these courses. [...] But we shouldn't stop anyone with a crazy difficult question, which we haven't been anywhere near in the course."- Tasklet COO 13:17

From Tasklet's perspective, the certification process should encompass all partners, irrespective of their

experience and education. The partners should not be stopped by a difficult question, the answer to which cannot be learned through the alignment process of watching eLearning materials. Thus, this certification process will not attempt to guarantee the partners knowledge within BC, nor warehousing. Rather, it will focus on what the current eLearning materials supports, which is knowledge about Mobile WMS.

5.5.1 Certification in a practice

To become certified, the partners will need to answer questions based on the performance of their role as either an implementer or developer. These roles differ in the performance of their practice, areas of responsibility, required knowledge and necessary skills. Thus, to affirm their knowledge, two certification processes have been created.

Implementation certification exam

The implementation certification consists of five questions concerning the implementation process and the use of mobile devices.

To ensure that the implementers know how to implement Mobile WMS, they will be asked three questions. These questions concern outlining the installation process, naming essential steps in the installation process, and choosing which steps they are responsible for in an implementation.

In outlining the installation process, the partner is tested on their general understanding of an implementation project, ensuring that they know what is involved in performing their role. This is followed by asking about the essential steps to confirm a successful installation, to verify that the partner knows the criteria for success, and thereby the goal of their efforts. And to confirm that the implementer fully grasps their role in an implementation, they are asked to choose which steps they are responsible for.

By correctly answering these questions, the implementer will affirm that they know their role and the responsibilities associated with their practice. As the first step in the actual implementation of Mobile WMS, is to install the software, the implementer needs to know how to do it and what the goal of their efforts is. And to fully certify that the implementer knows their role, they are asked to affirm their areas of responsibility. These areas of responsibility are shared between the partners and Tasklet, thus, choosing them correctly confirms that they know their role and the tasks associated with it. These questions ensure that the implementer has aligned themselves to the regime of competence, as prescribed by Tasklet. Tasklet has determined what the partners responsibilities are, and the partners need to affirm their understanding of the division of labour, which divides the responsibilities between them.

The last two questions of the implementation certification concern the handling and troubleshooting of mobile devices, which the partners are responsible for. As Mobile WMS needs mobile devices to operate, it becomes an essential area of knowledge for the implementer. However, to ensure that the

implementer fully understands the usage of mobile devices, they are asked to remedy an issue, posed in the following scenario.

You have installed Mobile WMS in a customer's test environment and are testing a receiving scenario. The customer is running a simple warehouse setup with no check marks enabled on the location map in BC. New items have arrived at the warehouse, and you are about to register the items with Mobile WMS. However, the warehouse employee cannot see any orders on the mobile device.

By using the inherent language of Tasklet and BC-warehousing, the implementer is tested on whether they can understand the scenario and solutions for the issue. Where the previous questions focussed on the specific language of Tasklet, this scenario ensures that the implementer is familiar with the language of Mobile WMS and BC in relation to a potential customer. The mentioning of "*no check marks enabled on the location map*", refers to the complexity of the warehouse setup. Where enabled check marks increases the complexity and automation of processes. Additionally, it serves as a preparation for engagement, by mimicking a plausible situation, where the implementer is responsible for remedying issues, in addition to implementing the solution.

However, the questions for the implementers have an inherent issue. In that the practices of implementers are so specific, that formulating them as scenarios with premade answer options, limits the difficulty of the questions considerably. This issue stems from the limitations imposed by Tasklet, as they do not want questions of considerable difficulty, nor questions not reflected in eLearning materials. And the practices of partners go beyond the scope of the eLearning materials due to the inherent complexities and variations found in warehousing. Thus, Tasklet's ambitions fall short of ensuring knowledgeability, rather it certifies that the implementer understands their role enough to engage with the practice, only in relation to Mobile WMS.

Development certification exam

The certification process for developers consists of six questions, concerning the planning of developments, tools needed for their practice and the performing of developments.

To ensure that the developers know how to perform customizations of Mobile WMS, they are asked how to best plan for the development of custom functionality. By asking them to plan the development, rather than perform it, they are tested on their ability to explain their practice and role in general. As performing developments requires the knowledge of specific tools, they are asked to name essential prerequisites for developers. These questions confirm that the developer knows how to perform their practice and the tools necessary to do so. These are the basic requirements for a developer to know, to engage with the practice of performing developments for Mobile WMS and the first step in aligning themselves to Tasklet's regime of competence.

To verify the developer's knowledge of the interplay between Mobile WMS and BC, they are asked to answer how these systems communicate and where the communications can be viewed. This is essen-

tial knowledge for developers, as the communications between Mobile WMS and BC is how warehouse workers are given their tasks. Mobile WMS extends the functionality of BC and thus, they need to communicate for Mobile WMS to operate. The communications are also essential for troubleshooting issues, as BC can show why an issue has occurred. Thus, for the developers to perform their practice, they need to know how to use these communications to their advantage.

Lastly, the developers are asked how they would perform developments in two different ways, to reflect the two avenues of customization at their disposal. The developers can perform developments either through customizing the ERP system, or by changing the code of Mobile WMS. These two avenues of customization are the bulk of their practice and required knowledge to be a developer for Mobile WMS. However, these questions do not affirm that the developer can perform their practice, rather it verifies that they have watched the required eLearning materials.

Herein lies the biggest issue created by the requirements from Tasklet. Rather than certifying that the partners are competent, the certification seeks to confirm that the partner has viewed their assigned eLearning materials. The eLearning materials are the pathway for partners to align themselves, learn their practice and prepare for engaging with the practice. The eLearning materials are generally viewed positively by partners, which in conjunction with the documentation, adequately serve to teach the partners about Mobile WMS and aid them in their practice. Therefore, the certification process is a sign of an achievement, rather than an achievement itself.

Another issue lies with both certification processes only being available in English. Similarly to the eLearning materials, a language barrier is created, that excludes an unknown number of partners, who are unable to learn about and align themselves to Tasklet. This limits the reach of the certification, by exacerbating an existing issue.

With this certification process, Tasklet can guarantee that the partners know the general outline of their roles and responsibilities. However, they cannot guarantee that the partners are knowledgeable about all the practices involved and cannot replace the current pathway for partners to gain competence, which is through engagement with the practice. The certification can support the alignment and onboarding of new partners and prepare them to engage with their practice, but it cannot ensure knowledgeability.

However, if Tasklet does not include the practice of warehousing in eLearning materials, then the partners have no pathway to competence, besides extensive engagement.

“Unless companies like Tasklet, for example, take that ball and incorporate it as an element in the training that you can get, i.e. certification.”-Karsten 17:21

5.5.2 Certification of Knowledgeability

The current certification does not affirm knowledgeability in Tasklet's landscape of practices, rather it ensures the partners alignment to the regime of competence of Tasklet. If the partners are to be certified in the landscape rather than singular practice, further certifications need to be made.

However, as presented in the analysis, the most difficult practice within Tasklet's landscape is warehousing. Mobile WMS and BC can be learned through eLearning materials, where warehousing requires theoretical knowledge tied to real-world experiences. Mobile WMS and BC are standardized IT-solutions that function in accordance with its prescribed functionalities, which is in stark contrast to the diversity found in warehousing.

For a certification to guarantee that the partners are knowledgeable about the practices surrounding Tasklet, they must be phrased in a way that mimics their real-world practices. Thereby, ensuring that the partner knows the vocabulary used in their field of work, such that they can effectively communicate with their customers, Tasklet and between consultants, while working on specific projects.

The language used differs between the various roles, as they need to fulfil a specific part of a project. The consultants communicate with the customer and learn their processes, which forms the basis of their practice. Whereas the work of the developers consists of transforming the documentations from the consultants into customizations of code. Thereby, the language of the consultants is technical, in that they implement technical solutions, but is intrinsically tied to the real-world practices of their customers and their warehouse processes. They must understand, effectively communicate, and translate the practices performed by people, into a technical solution. Whereas the developer needs to know the coding language of Mobile WMS and BC, and how to reflect the practices of people, as prescribed by the implementer's documentation.

Effective communication and the transformation of communicative acts into actions taken, is essential for a successful project. By certifying partners knowledgeability of BC and warehousing, independently and in relation to Mobile WMS and each other, a tiered system of certification can be created, that ultimately ensures wider knowledgeability and competence. Such certifications can be aided by leveraging the experience and imagination of partners, to mimic their real-world practices and ensure knowledgeability. Thus, certifications can serve to guarantee knowledgeability, which the current rendition of the certification is unable to do.

The current eLearning materials on Tasklet University serve to teach the partners everything they need to know about Mobile WMS, which has allowed for the creation of a certification process. Thus, this certification process serves as the first step in attempting to guarantee the knowledgeability of partners, within Tasklet's landscape. To expand this, further materials and certification processes are required, which would expand the required alignment process of new partners.

However, as the certification will not be made mandatory, the partners will need a reason to become

certified. This will differ between partners depending the importance they place on Tasklet in the landscape of practices, which defines their services.

“You can be proud that you are now certified in Tasklet.”-Karsten 9:39

The certification could serve as a point of professional pride, to have their ability and knowledge be certified by a partner company. From this perspective, being certified could strengthen Tasklet’s community of practice, by giving the partners an additional mode of identification with Tasklet. To further strengthen the community, the partners could be involved in the creation of eLearning materials, thus creating a shared basis of understanding.

“Because you have that Tasklet spirit and it’s fantastic and that’s what we experienced when we were up there with you, and it was so great to experience. But it’s also great to be a part of it, but when we go back home, it’s like we’re not there anymore, [. . .]. I would have liked to feel the closeness a little earlier.”-Karsten 9:39

The strengthening of the community requires regular engagement with the partners, to create and maintain “the closeness”, to which the current certification can serve as a starting point.

Chapter 6

Discussion

The landscape of practices surrounding Tasklet, and thereby the practices of individual consultants that become Tasklet partners, is vast and often complicated. It involves being knowledgeable about Mobile WMS, BC, and warehousing. Therefore, to be a competent Tasklet partner, means being knowledgeable about those three areas. However, in making the certification exam we disagreed on the involvement of warehousing knowledge. My manager and the COO agreed on the importance of warehousing knowledge, however, they disagreed with including it in the exam, due to it not being covered by eLearning materials, made available on Tasklet University. Thus, the certification exam could only contain questions, to which the answer can be found in the existing materials.

This then led me to question, who is responsible for ensuring that the partners not only have the necessary knowledge to perform their tasks, but to become competent practitioners. As warehousing knowledge is intrinsically connected to being a competent practitioner, a lack of knowledge in that area, will negatively affect the partner, their customer and Tasklet. Thus, if Tasklet wants to ensure that their partners are competent practitioners, eLearning materials must be made available to support that. The current eLearning materials have been made using internal resources and knowledge, due to the focus on Mobile WMS, and such methods are less applicable with warehousing.

Competent Tasklet partners, who have gathered vast amounts of experience through their engagement, visiting warehouses and observing their processes, can serve to replace those internal resources in the making of eLearning materials. Through anthropological methods, such as interviews, observation, field work and co-creation, materials can be created, allowing for the creation of further certifications to ensure partners knowledgeability and competence.

I believe, that leveraging the imagination of experienced and competent partners and customers, can result in qualitative data, which can serve as the basis for eLearning materials concerning warehousing, in addition to serving as a basis for future decision-making. As Tasklet's current business model creates a divide between Tasklet, and the implementation and usage of its product. That can be bridged by a techno-anthropologist, with qualitative data collection experience and an understanding of the technologies in use. Such data could serve to benefit the company, by making the partners perspectives and practices more accessible, bridging the gap between Tasklet and its global partner network. Additionally, by investigating how Mobile WMS is used in practice by warehouse workers, a basis for

decision-making, which can serve to influence future developments of the product, could be created.

The gap between Tasklet and their network of partners is further exacerbated by Tasklet's preference for online means of communication. By distancing themselves from the application and use of their product, Tasklet has limited their insight into their partners practices. And by the virtue of expanding globally they are distancing themselves geographically, limiting their ability to meet partners and customers.

As I got my internship partly based on having an education and experience in qualitative data collection, the need for further data collection is evident. Such data could aid salespeople, by giving them an understanding of how Mobile WMS is used in practice. It could aid the internal developers of Mobile WMS, by informing them about wants and needs, and serve as a basis for decisions of future developments. It could aid the partners, by giving them cases to learn or draw inspiration from, thus raising the overall competence of partners. And, in general, it could aid those entering the practice of Tasklet, either internally or externally, by giving them access to the learned and lived experiences of competent and knowledgeable practitioners.

Chapter 7

Conclusion

The problem statement for this project is,

What do Tasklet partners need to know to perform their role, and can this knowledge be guaranteed through a certification process?

For a Tasklet partner to perform their role, they must be knowledgeable about Tasklet's landscape of practices, align and conform themselves to their regimes of competence, and learn the inherent language and terminology. Through the gathering of experience and knowledge, the partners shape their identity as practitioners within the landscape and become a reflection of it.

Tasklet partners, and all other consultants, sell their time based on being knowledgeable and competent with specific products and industries. To claim knowledgeability in Tasklet's landscape, the partners must be knowledgeable about the product, Mobile WMS, their core practice of implementing ERP systems and the context in which Mobile WMS is used, namely warehousing. To claim competence, the partners must engage with the practice and learn how to apply their knowledge, in real-world situations.

To be knowledgeable about Mobile WMS, the partners must understand its functionalities, as selling a product requires knowing how that product works. They must be able to explain the product to the diverse groups of people, who are employed in businesses utilizing warehousing. From the management who have little to no experience in performing warehouse processes, to warehouse workers that vary between the experienced and inexperienced, literate and illiterate, old and young. They must understand how such an IT-solution can support human activities, and implement a solution that supports, rather than hinders, the practices of people. Without visiting or observing the processes taking place, they must understand how Mobile WMS can support and improve a customer's specific processes. And through observing their processes, they gather the necessary knowledge, to create a complete IT-solution, that empowers their customers.

The implementers must know how to install the software, create a setup specific to their customers' requirements and collaborate with developers, to create a bespoke solution. Whereas the developer must know how to perform developments for Mobile WMS and BC, through their understanding and expertise in coding.

To be knowledgeable about BC, the partners must understand its capabilities, both those used in most companies, and those that enable specific industries. They must be able to communicate effectively with their customers, describe and show the capabilities of the ERP system, both in general and specific to that customer. They must understand the capabilities offered regarding warehousing and the six levels of complexity, which make up the standard warehouse setups. They must comprehend, that warehouses differ significantly, and that the setup of IT-systems must reflect the specifics of their customers, extending to variations between warehouses within the same company.

The implementers must know how to implement the ERP system, so it becomes a reflection of the customers practices and supports their business processes. They must observe and document these processes and in conjunction with the developers, create an IT-solution that is tailor-made to the customers' requirements.

To be knowledgeable about warehousing, the partners must understand the general processes performed in the industry and those specific to their individual customers. They must understand the usage of barcodes for tracking items and their locations, the purpose of picking routes and the importance of a solid warehouse design. They must understand that warehouses differ significantly and have varying requirements, depending on the products they sell, their clientele and employees. They must know how to engage with their customers, observe and document their processes, to use it as the foundation for their practice. Additionally, they must be knowledgeable enough to notice and recommend effectivizations of their customers warehouse processes.

The implementers must know the specifics of their customers warehouse processes, to weave them into the IT-solution, while advising them on potential improvements to those processes. Whereas the developer must have a general understanding of warehousing, to know the reasoning behind certain decisions and the context in which their work will be used.

As Tasklet's business model moves responsibility onto the partners, they must be knowledgeable about the practices involved in the implementation and industry. Through their knowledge, they can engage with their customers and create a full IT-solution that improves their customers business, sell their own time and licenses to ISV products, so all parties benefit.

This knowledgeability can be guaranteed through certifications, which the current certification process fails to do, as it only serves to guarantee knowledge with Mobile WMS. As knowledge concerning BC and warehousing is absent from the eLearning materials on Tasklet University, Tasklet is unwilling to include it. However, by leveraging the imagination of competent and experienced partners through anthropological methods, such materials can be created, and further certifications can guarantee knowledgeability within Tasklet's landscape.

The current certification process succeeds in affirming the partners knowledge and ability regarding their role and responsibilities in a Mobile WMS implementation. It affirms their understanding of the

tasks involved and their ability to work with Mobile WMS. The certification process itself does not teach the partners the required knowledge, which they gain through watching eLearning materials, it simply guarantees that they have viewed and understood the presented materials.

To guarantee knowledgeability with Tasklet's landscape, further certifications must be grounded in the language of warehousing and BC and the practices of partners. Thereby serving as a reflection of the real-worlds practices of partners. A tiered system of certification can serve to accommodate Tasklet partners varying levels of experience, giving them a clear path to increasing their knowledge, competence and standing within Tasklet's community.

With the current certification, Tasklet gains the ability to gauge the partners knowledge regarding their product and have laid the foundation for further certifications. Whereas the partners have gained the ability to signify their ability to potential customers, differentiating them from their competition. Tasklet can receive free marketing from their partners, while the partners now have a clear path to improving their knowledge with Mobile WMS.

Chapter 8

Perspectivation

The certification process only includes implementers and developers of Mobile WMS for the ERP system Microsoft Dynamics 365 Business Central. While this is the most used, important, and relevant certification process to create, as it affects the largest number of partners, it does not guarantee that every person in an implementation can be certified. As Karsten expressed, *“It’s not just us as consultants, it’s just as much the salespeople who need to be certified. [...] It’s one of those points where salespeople are often very, very weak.”*-Karsten 01:11

In the process of an implementation, the first contact is the salespeople. They tell the customer what they can expect, what processes can and should be covered by the ERP system and ISV products and create the expectations of the customer. If they were to create false expectations, then the project is off to a poor start. If the salespeople do not understand the products they are selling, they will not be able to identify which products are needed. And if the salespeople are unable to effectively communicate with customers, they will likely leave unsatisfied and seek help elsewhere.

Therefore, to effectively sell Mobile WMS, the people involved in each step of the process of selling, implementing, and developing, need to be knowledgeable about it. While the necessary areas of expertise differ, they intersect with the basic understanding of their industry and the products they sell.

A certification process for salespeople does not need to be as involved as for implementers or developers. As they need to at least have a basic understanding of ERP systems and Mobile WMS, the focus of the certification process should be on that. Having a basic understanding of the products they sell, the practices they support or enable and processes they can cover, will enable them to effectively perform their role. They do not need the ability to implement or customise anything, they need only the ability to sell it.

The salespeople are an important piece of the chain, that eventually leads to a finished project. But they are not only a piece, they are the beginning in most cases. If the first link in the chain falters, the chance of success is diminished and the likelihood of customers leaving the partner increases, which serves to benefit no one.

Therefore, Tasklet needs to create a certification process for all the links in the chain, which is a Mobile WMS project.

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Chapter 9

Appendix

9.1 Interview transcriptions

9.1.1 Interview 1 - Karsten

0:02 Interviewer

Det burde være i gang nu. Ja og hvis der er noget, som du gerne vil holde fortroligt, så siger du bare til, så kan vi lade være med at inkludere det. Og så ellers vil vi gerne høre om vi må bruge dit navn, eller om du gerne vil forblive anonym.

0:22 Informant

Det må gerne ja.

0:25 Interviewer

Kan du introducere dig selv.

0:29 Informant

Jeg hedder Karsten. Det ved jeg allerede. Jeg er ved Azets og har det primære ansvar for logistik, sådan over en bred kam. Og det vil så sige, at alt det der vedrører Tasklet og Log Trade, og hvad der ellers måtte være af goodees som kan bruges i logistikløsninger. Det er mig, der har ansvaret for det. I princippet er det på alle vores kunder, hvor jeg har det overordnede ansvar. Det kan godt være at der er andre på det, men det er mig, der har det ansvar. Vi er en lille gruppe endnu, så det er stort set kun mig. Men der er ambitioner om, at man skal have flere ind, der også er i gang med nogle trainees og sådan noget. Men på det praktiske plan, så har jeg arbejdet med. Med Navision, NAV, Navigator siden den var en helt lille dreng og ikke engang hed Navigator og nu er det BC+. I mange år var det primært på salg jeg havde ansvaret, men så blev jeg klogere og kom så over på konsulent siden. Men, jeg har været med til at få en "Tasklet-løsning" op at køre på en DOS-baseret løsning helt tilbage i 1995 ved et firma der hed TDCG hvor vi var den der var markedsledende i det her marked. Men ham der ejede TDCG, han havde simpelthen ikke mod nok til at gå videre med det, så det endte med at han bare lukkede det hele ned, og så efterlod det så et tomrum. Men det var også samtidig med at Microsoft havde noget med logistik, at det var noget stærkt overdrevet. Det var ikke noget som man fik brug for i sin virksomhed. Det var lidt en mærkelig tid, men der har jeg fulgt den her enten som ansat konsulent

eller som selvstændig, i de sidste 20-25 år. Og det primære forretningsområde, som jeg har at gøre med, er lager og logistik, så det er der jeg tumler rundt.

2:53 Interviewer

Det lyder spændende, hvordan blev du oplært i Tasklets løsning eller Tasklet Mobile WMS?

3:02 Informant

Det var sæt dig ned og gøre det. Det var den mulighed, der var. Selvfølgelig var der de her træningsvideoer. De er jo fine og de er gode og sådan nogle ting. Men de giver jo ikke den her "nice-to-know" følelse. Det var "learning by doing", noget sidemandsoplæring og at ringe til gode venner og kollegaer. Og spørge "har du prøvet" og så videre, og så også i høj grad at bruge jeres support som jeg roser alle de steder jeg overhovedet kan komme til det, for at være utroligt gode, utroligt effektive og meget hjælpsomme. Så det er sådan set der jeg ligger.

3:49 Interviewer

Hvor mange år siden er første gang du havde berøring med Tasklet?

3:55 Informant

Det er dæleme mange år siden. Det er 10 år siden vil jeg tro. Men det er mere perifert. Det er fordi jeg var ved Norriq på det tidspunkt, som havde deres egen OWM-løsning (Online Warehouse Management) som var noget værre snot altså, for at sige det mildt. Og de prøvede alle steder at komme ind og få de her Tasklet løsninger der lå rundt omkring. Fordi man havde en kunde i forvejen, så var det måske lettere at påvirke dem den vej, hvis man overtog en kunde fra en anden leverandør. De havde meget svært ved at ligesom at gå ind i den her Tasklet verden. Jeg ved ikke hvordan det er nu. Det kan godt være de er blevet klogere. Men det var der jeg begyndte at få kendskab til det, og det er nok en 10 år siden. Jeg tror jeg lavede den første Tasklet installation som jeg sad og biksede med selv, det er vel 7-8 år siden og har lavet en 20 stykker.

5:10 Interviewer

Hvordan er oplæringen så nu?

5:13 Informant

Det er det samme. Lad mig sige det sådan, jeg er en af dem som misbruger jeres support meget. Så er der noget jeg ikke kan finde ud af, så skriver jeg til dem. Og så fortæller de svaret, som regel at jeg skal gå ind på Tasklet University og så finder jeg løsningen derinde, så der er jeg helt klart i den dovne ende. Jo, jeg går den vej, det indrømmer jeg.

5:42 Interviewer

Kan du så finde det du gerne vil have?

5:45 Informant

Ja, det synes jeg. Jeg tror ikke jeg kan menes at jeg ikke har kunnet få et eller andet form for svar. Svaret kan også godt være at, det ved vi ikke, det skal vi undersøge. Så enten er det en udvikler der skal på, eller også er det noget som simpelthen ikke findes i løsningen, som skal tilpasses til løsningen. Men jeg synes altid jeg får et svar meget hurtigt, så det fungerer rigtig godt.

6:16 Interviewer

Godt at høre. Hvad med da Tasklet University blev oprettet? Det må jo så været mens du har kendt til Tasklet.

6:27 Informant

Der var jeg allerede inde i vanen, med at skrive til supporten. Der må jeg indrømme, det er først indenfor det sidste år eller noget at jeg er begyndt at bruge Tasklet University. Jeg synes det fungerer. Jeg synes faktisk det fungerer rigtig godt altså. Selvfølgelig kan det altid forbedres, fordi man sidder med et udgangspunkt og har et bestemt behov for at søge på noget bestemt, men det er ikke sikkert det lige er sådan, at det bliver beskrevet eller dokumenteret inde i Tasklet Universitet, så jeg kunne godt sidde og bruge tid på den. Det er jo vilkårligt.

7:10 Interviewer

Men sådan generelt, når du udfører din rolle, er der nogle evner og noget viden, som du skal bruge til at kunne udføre din rolle, som Tasklet University kan hjælpe med?

7:23 Informant

Jeg kunne godt tænke mig at starte et helt andet sted. Jeg kunne godt tænke mig at Tasklet University egentlig blev i Tasklet University. Og det vil så sige, at man egentlig uddannede og certificerede de her brugere der kommer på. Jeg savner stadigvæk at komme på et Tasklet-kursus hvor man virkelig kunne sidde og opdelt i konsulent og udvikler. Det synes jeg er to vidt forskellige, selvom det nogle gange overlapper hinanden, men der er meget der er forskelligt og der savner jeg virkelig det her med at kunne sidde og nørde ned i det og få de her tips og tricks, og "det har vi prøvet", "gå op ved den" og så videre. Så man kunne få noget sparring og noget god indsigt i de erfaringer. Så selvom man har prøvet det her mange gange, så bliver det meget tit det samme jeg gør hver gang og ikke sparer. Fordi noget af det som jo er i Business Central, det er at der er seks forskellige måder at sætte det her lager op på. Det kunne være fedt at sidde sammen og så sige okay hvis vi nu gør den helt lille model, så er det sådan her at det ser ud. Den lidt større ser sådan her ud og så kommer vi helt op til sidst på det avancerede. Fordi det der tit kendetegner løsningen, det er, at man har en forventning om, at alt er sat op til at køre avanceret lager i Business Central. Men det er langt fra alle kunder, der har det behov for at køre avanceret lager. Som kun behøver at køre det der meget skrabede lager, som også kunne have glæde af at Tasklet, men de vil ikke køre det her. Så det her med at sidde og nørde ned i. Hvordan

er det, vi laver opsætningen på de her guides, altså få lavet nogle fornuftige guides på hvordan laver vi det her opsætninger, diskuterer, sidde og snakke om det. Og få noget sparring på det tror jeg det kunne være super lækkert.

9:29 Interviewer

Sådan lidt en kombination af noget online træning, og så kombinerer man noget workshops-agtigt eller hvor man kan få svar på netop nogle af de spørgsmål som du sidder med.

9:39 Informant

Ja men hvor vi har mulighed for altså, det med det online, det er jo skide godt ikke? Det er jo fantastisk at det er kommet. Der er så noget helt andet, med når man sidder sammen i en gruppe på 5-6 stykker måske fra forskellige leverandører, fordi vi har jo sjældent det problem med at skulle sidde i samme rum med andre kollegaer som laver det samme. Jeg tror vi kunne få noget synergi ud af og lære hinanden bedre at kende på tværs. Sådan så vi kan ringe til hinanden en gang, "har du nogensinde prøvet det her?", Og "hvad fanden var det nu man gjorde?", det savner jeg meget. Fordi i har jo den der Tasklet-ånd og den er jo fantastisk og det var også den som vi oplevede da vi var oppe ved jer og det var så lækkert at opleve. Men det er jo også dejligt at blive en del af det, men når vi tager hjem igen, så er vi ligesom ikke mere, så er vi ikke med mere og det er mere personligt. Det kunne jeg godt tænke mig, at man følte nærheden lidt tidligere. Det er man ved at glemme rundt omkring, det havde vi meget af i tidligere. Der havde vi selvfølgelig ikke de her online muligheder i samme grad, men der var der mange af den type uddannelser og certificeringer og sådan nogle ting. Man må ligesom være stolt af at nu er man Certificeret i Tasklet. Det er væk, det synes jeg er ærgerligt.

11:19 Interviewer

Ja det er jo heller ikke sådan at man kan sige med vores University platform, og vi vil fjerne os fra vores partner kontakt. Tværtimod, vi vil jo stadigvæk gerne vil søge. Men det er godt lige at høre noget feedback på en model der kunne gøre det. Vi har da også tænkt tanken tidligere. Man kunne lave et eller andet fælles forum, hvor man netop kunne mødes, måske netop som du siger på tværs af leverandører og få svar på mange af de spørgsmål som der opstår, når man har gennemgået noget standard træning, så det er en god pointe at få med.

11:51 Informant

Ja, der er så mange måder at sætte op på. Det kan være godt at få nogle, altså hvornår er det vi ligesom gør det her?, hvordan og hvornår gør vi det? Fordi da jeg talte med Peter om det i sin tid, der nævnte jeg det for ham, for lang tid siden om at det var faktisk det, der var udgangspunktet i det her møde, som vi havde. Det var faktisk, at vi skulle prøve at lave nogle af de her forskellige opsætninger. Men det glemte vi så lidt til undervejs jo. Så det var sådan noget med at jeg fornærmede på Peter at det havde man faktisk heller ikke selv prøvet at lave de her forskellige typer opsætninger.

12:37 Interviewer

Ja det er godt lide at skrive bag øret. Man kan sige nu har vi jo nogle pakker som siger, vi har noget der ligesom beskriver, hvordan får du løsninger på køre og så er der noget lidt mere funktionelt med hvordan du bruger det, så er vi ved at lægge sidste hånd på noget tilpasningskursen som der kommer online, men der tager vi udgangspunkt i hvad er Tasklet-løsningen. Der er selvfølgelig den anden vej, hvor man siger, du kører med det helt simple lager setup, hvordan vil det tage sig ud? Der er nogle scenarier og så op til det til det helt avancerede. Det er noteret.

13:16 Informant

Der er jo ikke det store i måden at sætte det op på. Meget af det er jo ikke identisk, men der er noget logik i det og der er noget teoretisk logistik viden om hvordan pokker, hvornår bruger man hvad? Det der med at man kan skalere opad, men man kan ikke skalere nedad i løsningerne.

13:44 Interviewer

Nu havde vi vores også seneste release på Tasklet University. Det her basic kursus, som er en afvigelse fra de andre kurser, hvor vi forsøger at lave en lidt længere, step-by-step guide for at vise hvordan de her customizations laves. Hvordan du oplevede det kursus?

14:10 Informant

Det er lidt pinligt, for det har jeg faktisk ikke set. Det har jeg faktisk ikke. Altså det skal også lige siges at i de sidste de sidste mange måneder har jeg stort set ligget druknet i arbejde, så det har jeg faktisk ikke kigget på, så det ved jeg faktisk ikke. Altså det må jeg indrømme, men jeg glæder mig til at se den, når den så kommer. Det er en som ligger på University?

14:35 Interviewer

Ja, det gør den. Så vi ved at lave en opfølgning til den, der hedder Advanced Customizations, så det er jo så at tage det op på et endnu større plan. Man kan sige, vi har taget udgangspunktet, hvor i det her basic kursus, så viser vi, hvad man kan gøre i Business Central uden at begynde at pille ved den mobile enhed. Men alle de her ting du kan justere på, og som slår ud på scanneren og så på det avancerede. Jamen så går vi ind og åbner filerne på den mobile enhed og så laver tilpasninger der.

15:15 Informant

Spændende, det vil jeg glæde mig til.

15:19 Interviewer

Men så det indhold som du har set på Tasklet University, er det brugbart og har det været relevant for det du har søgt.

15:27 Informant

Det synes jeg. Man kan jo godt se at der er meget af det som er optagelser af noget som er foregået. Altså nogle webinarer eller noget der har været kørt og så været brugt på den måde der så. Det er jo også fint nok at man ligesom viser det og jeg har taget alle de her step-by-step kurser. Jeg kan ikke huske hvor mange der ligger der, der ligger en del. Dem har jeg selvfølgelig kørt igennem og man får noget viden og sådan nogle ting, men hvornår kan man bruge det? Altså det er det. Så for mig er det tit det der med at sidde med hænderne nede i smørkrukken og så prøve sig frem. Hvis man så støder på noget, så må man ind og søge på det og se om man kan finde et svar på det. Det jeg synes jeg primært har haft problemer med eller udfordringer med i den sidste tid, det er sådan noget med, at for eksempel med Log Trade og Log Trade integrationer og samarbejde med mellem Tasklet og Log Trade, at få testet de her ting af. Vi har ligesom siddet som tester på en ny version, og det har altså givet nogle gevaldige smæk. Det er ikke det allerbedste, så det har jeg brugt rigtig meget tid på. Det er også nogle områder, hvor vi heller ikke af gode grunde har været ude i, det er jo det samme, som når vi udvikler noget, så prøver vi det af og det er det udvikleren sidder og tror, at der er brug for, og det udviklede ikke nødvendigvis er det, som kunderne så efterfølgende prøver, når det kommer ud i den virkelige verden, hvor tingene måske ser noget anderledes ud. Det kan nok ikke være anderledes. Men det har kostet noget. Det har kostet mange kræfter at få det.

17:32 Interviewer

Er der så nogle specifikke vidensområder eller et eller andet, som du gerne vil have, at der bliver afdækket i Tasklet University. Det kan jo både være kurser, men det kan også være skrevne guides. Det kan ikke erstattes af at samarbejde, sidde fælles og snakke med folk eller over webinar, som også er noget der er på vej.

18:04 Informant

Jeg tror det har noget at gøre med, hvor mange gange man har prøvet at lave de her ting. Altså mine spørgsmål de kommer nok noget senere end en der ikke har prøvet det før og mit behov for at bruge Tasklet University er nok mindre end det måske er for mange. Så jeg ved ikke, altså jeg bruger det, men, det er sjældent, at jeg på basis området, på standard, har de udfordringer, at det er nødvendigt for mig at søge. Det er noget når vi er ude i et eller andet hjørne, en krog eller andet at jeg så nødt til at gå ind og så se om man har man været inde i det. Der er det tit at jeg bruger jeres support, fordi det er tit en udvikler som skal sige, det har vi faktisk prøvet at lave noget med. Du kan finde noget her. Det er sådan noget det havde jeg aldrig kunne finde derinde fordi det er sort snak for mig, som ikke er udvikler, som bare er konsulent på det.

19:13 Interviewer

Men det er også det mønster vi kan se. At folk som er konsulenter, der har arbejdet med løsningen i nogle år, det er ikke så meget på University platform eller kurserne der bliver søgt. Det er mere vores dokumentations base, vores Knowledge Base og så selvfølgelig bruge supporten og det er også helt

fint. Det er også en god måde at søge ny viden på. I vores survey, så havde vi også undersøgt lærings præferencer. Vi vil gerne kunne give den bedste mulige viden og den bedste præsentation af den viden. Du havde sat hands-on learning. Det er der rigtig mange der også har sagt, så det vil vi selvfølgelig gerne have integreret. Hvordan ser du det som en mulig integration til de her.

20:12 Informant

Det er det der med udvidelse af Tasklet University, at vi egentlig sidder og siger okay, nu prøver vi det at køre det her igennem. Nogle inspirationsdage eller hvad det nu måtte være, det jeg ved ikke om der skal være en grundlæggende certificering som for nyere folk og så måske en mere til når du bliver lidt ældre, så må du godt komme med op til de store drenge og lege der. Altså noget i den stil, det med at få noget sparring som ligger hos jer, med den viden som i har, og den som vi har samlet op, men som også ville være guld for jer tror jeg, at få den her udefra med alle de her indtryk og ideer. Det er os der har kontakten i høj grad med kunder, så det er os der hører hvad de siger og så videre. Det er det ønske som jeg har. Det er det her med, at det bliver hands-on. Men også det her med at gentage de her, jeg synes det var så sindssygt godt det her. Det møde vi havde oppe ved jer, jeg synes det var rigtig godt. Men hvor det meget gik den ene vej, hvor jeg godt kunne tænke mig at få andet med hjem end en paraply og sokker, ikke? Få noget viden, mere ned i substansen.

22:01 Interviewer

I forhold til et tidsperspektiv, så kan du godt sætte noget tid af til at komme herop og lære en masse.

22:13 Informant

Det kan jeg garantere dig for.

22:17 Interviewer

Generelt i forhold til de opgaver du har med Tasklet, hvad har du af ressourcer, både internt men også fra os, til at kunne klare den opgave.

22:30 Informant

Altså jeg har mig selv og så har jeg de her nødvendige udviklere, som jeg skal bruge hvis der skal laves nogle tilpasninger til. Så det er mig, mig, mig. Og så er det tilpasninger med andre. Vi er jo trods alt flere der har arbejdet med Tasklet før så og også hos andre kunder. Så selvfølgelig kan vi spare noget. Men det er sjældent, jeg har det behov for at bruge dem til noget. Det er mere BC-sammenhæng, hvis der er noget der krøller der, så har jeg det behov. Sådan som det er nu så har jeg det der er nødvendigt, men får vi en 3-4 stykker mere ind så skal vi da til at have nogle flere folk på.

23:25 Interviewer

Så der er ikke rigtig nogen helt store barrierer der står i vejen for dig. Det er måske mest bare ressourcer generelt.

23:33 Informant

Ja, men det det gælder jo overalt.

23:40 Interviewer

Så jeg tænker at når du har brug viden. Det vil typisk være i forbindelse med projekterne der kører, det kommer deraf.

23:48 Informant

Det er jo der hvor jeg hele tiden støder på et eller andet, eller rammer øjnene ind i en mur eller et eller andet, hvor jeg så rækker ud til jer, men det fungerer. Det fungerer altså fint. Jeg synes det fungerer rigtig godt. Jeg har ikke de der problemer med at kunne komme videre. Der er mange af jeres ISV-kollegaer som når du skriver mail, så får du svar 14 dage senere ikke? Her får du det altså indenfor, jeg tror aldrig jeg har oplevet at der er gået med en 24 timer, så har jeg svar tilbage. Jeg bliver ikke stoppet, jeg har hele tiden noget at gå videre med. Det synes jeg det fungerer, det fungerer rigtig godt.

24:41 Interviewer

Godt at høre. Nu kommer der nogle opdateringer igennem University platformen, og det bliver så sendt ud som nogle news updates om det, er det er nogle du får gavn af.

25:00 Informant

Det er sjældent jeg egentlig får dem set igennem, altså hvad der egentlig er af nyheder. Det gør jeg faktisk. Det er tit i forbindelse med nye projekter eller opdateringer eller sådan nogle ting, hvis der er sket et eller andet. Hvis der er store ting, så ved jeg selvfølgelig. Men alt det her hvor, der er rettet et komma, eller der er små ændringer, eller er der nogle tilpasninger eller nogle fejl der er rettet det kigger jeg ikke ind i. Jeg har en kollega, som har en eller anden fetish med at sidde og læse sådan nogle ting igennem og der får jeg så tit noget respons. Jeg får informationen, men det er ikke noget jeg søger selv at sige. Det burde det være et fokus.

25:56 Interviewer

Det er også mest ment som servicemails. Nu frigiver vi BC-version 5.43 for eksempel og så kommer der en release note ud på den og så kan man så tage den som man vil have det. Der kan være nogle udviklere som har lidt mere interesseret i, om der er nogle små fejl rettelser eller lignende. Så er det jo sådan, hvis der nu er en ny funktion, noget større release, så kommer marketing på banen og så skyder vi de store kanoner af og så laver vi noget mere på det. Men der er ikke sådan noget information du savner, måske i det daglige fra Tasklet?

26:40 Informant

Nej. Det er tit hvis jeg støder på et problem, så får jeg at vide at det har vi løst i den her version. OK så ved jeg det og så er det bare den vi skal bruge. Det er jo fordi at versionerne helst skal passe sammen.

Så nu har vi med Log Trade, som eksempel, der sker der pludselig en stor ændring. Som har med Log Trade at gøre, fordi en stor del af de integrationer og sådan nogle ting som ligesom er blevet lagt ind i jeres løsning og det bliver enkelt, mere fornuftigt, det er jo godt, men problemet er, at det slet ikke er testet igennem. Det er der ikke rigtigt nogen der har der har vidst noget om. Jeg har i hvert fald ikke vidst noget om det og dem der har taget en beslutning, de har bare taget beslutningen. Fordi vi havde noget kørende, den var færdig, og det passede til den version og det passede til det, så der var ikke nogen grund til at ændre det. Men der er altså nogle der mener at når der så kommer en ny version så skal den installeres med det samme og det gjorde simpelthen at hele lortet det brækkede ned. Vi har brugt rigtig meget tid på at få det til at fungere. Så den var ikke helt god. Men sådan er det.

28:09 Interviewer

Hvad med Resource sektionen inde på Tasklet University, som også er ment til at samle en masse forskellige ressourcer, tekster og links til videoer og downloads og alt sådan noget. Om det er noget du har brugt.

28:30 Informant

Ja, det gør jeg. Den bliver brugt en del, men det er mere fordi at det er tit svaret jeg få tilbage fra jeres support, med at det er der jeg kan finde det. Og så vil det være den vej jeg så går ind. Det er meget sjældent, at det er noget jeg selv finder. Det er som regel noget jeg bliver henvist til. Det fungerer godt, synes jeg.

28:54 Interviewer

Som jeg også kan forstå, så er det ikke fordi det er nogen showstopper at du lige spørger ind på service desken og så får du hurtigt svar og så kommer du videre i projektet.

29:05 Informant

Den roser jeg alle steder kan komme til den her service desk i har. Jeg synes det er imponerende, og jeg synes det fungerer super hamrende godt. Selvfølgelig kan de ikke have alle svar. De kan de jo gode grunde ikke, men så er de gode til at sige, det ved jeg ikke. Jeg finder en anden der kan svare på det. Så det er ikke sådan noget at man prøver på at skyde med nogle kanoner og i en eller anden tilfældig retning, man er meget seriøs i sin tilgang til det, så det fungerer.

29:42 Interviewer

Jeg ved ikke om du har generelt har hørt om der er noget behov for nogle videoer, måske noget til at sende til ud til kunder. Vi har kigget på om vi skulle lave en video til end-user training. Om der er nogle behov, der kommer helt ude fra, som vi kunne hjælpe med?

30:00 Informant

Det er ikke noget jeg er stødt på. Men det er også fordi at jeg har, indtil vi skiftede over, haft mit

eget testmiljø. Og det bruger jeg, til de her præsentationer overfor kunder. Så laver jeg selv de her demonstrationer, og det har også noget at gøre med at jeg efterhånden ved, hvad det er for nogle ting, hvad det er for nogle småting, som er helt ubetydelige i virkeligheden, men som er "kæft, det er smart" og det er den der skal frem ikke. I stedet for, at det hele tiden er sådan noget. I vil jo lave noget ud fra hvad i synes er skide smart og det skal i selvfølgelig også gøre. Men, jeg synes jo allerede, der findes meget af det der materiale, som præsenterer Tasklet, som det er. Det vil jo typisk være kunder, som ikke har en relation til for eksempel Azets eller nogle andre i forvejen, som vil gå ind og søge det. Som går ind ad den vej og så finde det. Så er det jo så til os bagefter og løfte byrden indtil at vi har fået 12. Så i kan jo kun lave noget som er meget generelt og som egentlig gælder alle. Hvor jeg meget mere kan målrette det her med, hvem er jeg og hvad kan vi ikke byde på sådan nogle ting som har meget mere med jeres virksomhed at gøre. Altså præcist specifikt til jeres virksomhed, mere end at det er en dum terminal som bare kan scanne en strejkode. Det er noget andet det handler om det. Det er svært for jer tror jeg at formidle det ud.

31:54 Interviewer

Ja det kan man jo også sige. I har jo også mere den direkte kontakt med kunderne, og ja er mere inde i deres forretninger og lageropsætninger og ting og sager. Så mange gange så er det jo at man prøver at favne lidt bredt med den standardløsning og vi introducerer det.

32:15 Informant

Det er også fordi at jeg laver sjældent en demo hos en kunde, medmindre jeg går ud og sparker lidt dæk, fordi det er jo det her med vi skal have. Men har i, i det hele taget reoler og er de mærket op og alle de her praktiske ting, som hvordan skal pluk ruten være. Altså en masse lager design i virkeligheden, som skal være indpasset i den demo som jeg laver så det gør så at jeg jo selvfølgelig sidder og fletter det ind i. Altså hvordan det så skal være og vi tager selvfølgelig udgangspunkt i at tingene de er ligesom det her lager design. Det er ligesom lavet og på plads. Det skal vi selvfølgelig også gøre, det er nødvendigheden for, at i det hele taget kan komme på banen, ikke. Det er en anden måde, en anden tilgang vi har til det.

33:11 Interviewer

Kunne det være spændende for dig at få nogle cases, helt specifikke cases om hvordan kunder bruger Tasklet og hvordan det er sat op.

33:26 Informant

Nej egentlig ikke, det jeg tror sgu ikke. Jeg har været på 500 lagre efterhånden. Jeg har set rigtig, rigtig mange opsætninger, i stort set alle brancher. Så jeg har en god ide om hvad man kan og hvad man skal og sådan nogle ting. Der er jo ikke 2 virksomheder der grundlæggende er ens så de er næsten alle sammen forskellige. Det er ikke et behov som jeg har. Men der kunne være kunder som måske kunne have behov for, "er der andre der minder om os", som måske kunne se. Så jeg vil ikke afvise at det kan

være nødigt. Det vil jeg bestemt ikke.

34:19 Interviewer

Jeg kom bare lige til at tænke på Karsten. Nu er vi i gang med at arbejde på noget at Advanced kursus med noget tilpasninger og som vi snart er færdige med. Og så er der jo flere andre ting der er i luften og noget af det vi går og tænker på at skal måske kaste os over som det næste. Det er at kigge på noget i forhold til stregkoder om det er noget du tit støder ind i og om det er noget som du kunne se et behov for. Det er bare for at teste ideen.

34:51 Informant

Det er noget der er et enormt behov for, fordi der er rigtig mange der ikke ved en skid om det. Nu er jeg så heldig, at jeg er så gammel at jeg har været med siden den hed ??? 205?? og siden ????? stort set blev opfundet. Jeg kan se hvad det er for en stregkode, jeg ved rigtig meget om det, men det der er et behov for at vide det. Der er virkelig et behov for at vide noget om de her ting. Hvad er en stregkode? Hvad er det? Hvad er det for nogle stregkoder og hvordan bruges de og i hvilken sammenhæng og så videre, men også fordi det er noget at gøre med opsætningen på terminalerne. Hvad skal jeg så sikre mig at for at kunne køre en produktionsvirksomhed med en ???, med bestemte længder. Hvordan skal jeg så sætte den enhed op, som nu engang skal scanne de her ting? Så der er da helt klart et behov for, altså det er jeg sikker på. Mere viden om stregkoder generelt. Også nu er med 2D koderne. Der er lidt på udebane. Men det kunne være det kunne være rart at få noget inspiration til.

36:08 Interviewer

Super. Det er godt at høre, så fortsætter vi med den. Ja så fortsætte ud af det.

36:14 Informant

Det ville være godt ja.

36:20 Interviewer

Hvad er en typisk opgave for dig med Tasklet? Og nu er jeg bare interesseret.

36:30 Informant

Det findes ikke. Men altså, det er selvfølgelig den typiske, det er det her med at du sidder sammen med kunden og du finder ud af hvilken opsætning er det egentlig, du har brug for? Hvor avanceret skal det her være? Altså hvordan er det du gerne vil bruge det her? Sådant hele det her med designet af lageret, få det på plads. Sådant at jeg har en viden om hvordan skal både BC sættes op og passer det nu i overensstemmelse med det lager design som vi nu har lavet. Så er det jeg går i gang med at lave opsætningen i BC og så lægger vi så Tasklet på og så sørger vi for at den kommunikerer med BC. Så det er jo sådan den helt klassiske måde at gøre det på,

37:25 Interviewer

Så det jeg kan høre det er at det er nok sjældent, at der bliver kørt rent standard BC, der er altid et eller andet, som skal tilpasses i forhold til kundens behov, eller hvordan?

37:35 Informant

Ikke nødvendigvis på lageret, den er trods alt kommet så langt at det er standard. Så der hvor der typisk er tilpasninger, det er jo det her med at der er kommet et led mere altså på Tasklet enheden hvor du går og gør noget. Men hvor de godt kunne tænke sig at gøre tingene på en anden måde. Det er jo mere det her med at få nogle tilbagemeldinger på et eller andet. Altså vi har lige været i gang med Dansk Outlet, som ville have en ændring på at de ikke skulle sige, scan placeringen, scan varen, så tast antallet, men at de skulle scanne hver vare de tog. For sikkerheden, det er jo tøj som de checker. Det er jo sikkerhed for at de underbukser de tog, det var alle sammen størrelse small i den rigtige farve. Så de siger 3 stykker, det er 3 scanninger. Så det er mere sådan nogle ting som kommer ind. Det er vi skal gøre tingene på en anden måde. Vi skal håndtere tingene på den måde. Men det er jo mere den her erfaring der kommer bagefter. Så standard det er stort set lavet sådan en standard installation, og så prøver vi det af og så tager vi den derfra, så kommer tilpasningerne.

39:01 Interviewer

Glimrende. Har du ellers noget du vil tilføje på falderebet?

39:13 Informant

Jeg håber jo på at vi får gang i det her Tasklet University. Det synes jeg virkelig kunne være fedt, at få gang i noget sparring med andre, der også sidder med Tasklet og har prøvet det af.

39:32 Interviewer

Der er mange ting på vores roadmap her i forhold til University. Både i forhold til kursus produktion men det er også dem du berører lidt. Vi skal kigge lidt på bruger rejsen inde i University, som du siger at hen imod en slags certificering og så videre. Det er nu vi går og har nogle tanker om og så er det bare ekstra fint at du har noget god feedback til os i dag, som vi kan tage med videre. Det er virkelig brugbart Det er godt feedback til os i dag, som vi kan tage videre med. Det er virkelig brugbart.

9.1.2 Interview 2 - Peter

0:02 Interviewer

Vi skulle gerne være gået i gang. Nu er den gået i gang. Sådan.

0:07 Informant

Jeg er måske en lille smule atypisk i forhold til resten af din population. Det ved jeg ikke om Lars har sagt, i og med at jeg kender nok lidt mere til det end den normale bruger af University ville gøre.

00:18 Interviewer

Det er heller ikke dårligt.

00:22 Informant

Det var bare så i er opmærksomme på det.

0:25 Interviewer

Vi vil så optage interviewet for at transskribere det, og det vil jo så blive brugt at forbedre Tasklet University og muligvis som en del af mit semesterprojekt. Og så hvis der er noget som helst du gerne vil holde fortroligt, så siger du bare til.

0:39 Informant

Jeg kan bare lade være med at snakke om noget fortroligt.

00:45 Interviewer

Så vil vi gerne høre, om vi må bruge dit navn, eller du gerne vil forblive anonym.

00:50 Informant

Kan vi tage det bagefter? Det kommer an på hvad jeg har sagt, hvis det er dumt.

00:56 Interviewer

Det er helt i orden. Kan du kan du så introducere dig selv?

1:00 Informant

Jeg hedder Peter, det ved i. Jeg er teknisk direktør for EcodeL, hvor vi leverer Business Central, i så standardiseret en form som vi kan. Vi er lidt atypiske, synes vi selv, i markedet på den måde, at vi fokuserer meget på at levere en standard Business Central og tilpasse den så lidt som muligt. Jeg har arbejdet med Business Central i snart 20 år, og så har jeg arbejdet et par år som freelancer hos Tasklet også, men ellers som konsulent og udvikler på Business Central.

1:39 Interviewer

OK. Hvordan blev du oplært i tasklet mobile løsning?

1:41 Informant

Jeg sagde til Peter, jeg havde brug for et job og så siger han okay, jamen, vil du så komme og sidde hos os et par dage om ugen? Og ej det passer ikke helt fordi et stykke tid inden da havde jeg faktisk stiftet bekendtskab med det, men der var jeg ikke som sådan blevet lært op, så der vidste jeg bare hvad det var, og så vil jeg så sige, så startede jeg sådan set der hvor vi siger, jamen han skulle bruge en freelancer i et par dage om ugen og så. Ja det går jo ikke mere end et par dage, så har man nogenlunde styr på det synes jeg.

2:16 Interviewer

Hvordan er det så ellers oplæring med de andre, der også har med Tasklet at gøre?

2:20 Informant

Ja, men det er så også lidt dumt, fordi Morten, min kollega som også har med Tasklet at gøre, han gjorde præcis det samme, kom over og sidde som freelancer en dag eller to om ugen og så på den måde, så er vi måske ikke super gode til det der med at, hvordan vil du starte med at lære Tasklet ved hjælp af University? Fordi alt det, det kunne vi i forvejen. Nok også bedre end dem, der kommer ind på University nogensinde kommer til at kunne det. Det er ikke ens betydning med at vi ikke bruger det og jeg kan snakke om den måde, vi så alligevel bruger det. Men lige det der med at lære hvordan bruger jeg Tasklet og hvad er tanken med det og sådan noget? Det har vi jo ikke brugt University til.

3:01 Interviewer

Hvad har du så brugt University til?

3:07 Informant

I hvert fald to ting, altså det første og jeg ved i grunden ikke om det i virkeligheden er University, men det er jo der jeg går ind når jeg skal downloade vores software og eventuelt en brugermanual. Vores brugere er helt vildt dårlige til at læse manualer. De plejer bare at ringe til os, så det er ikke ret tit vi bruger den brugermanual, men så vidt jeg husker så ligger den sammen med softwaren alligevel, så det er jo der jeg downloader mine apps fra, hver tredje til sjette måned eller sådan noget for at opdatere vores miljø. Og det er jo fordi det stadigvæk er et on-premises miljø, at jeg gør det. Så ligger de apps på, og det er så det. Det er den ene måde jeg bruger det på. Den anden måde jeg bruger det på, det er hvis vi skal custom kode et eller andet, skrive en integration, vi skal lave et eller andet om, så er det, og jeg ved heller ikke om det er University, men der har i hvert fald hele jeres docs, hvilket er sindssygt god. Jeg ville ønske alle ISV'er lavede deres docs på den måde, så man ligesom kan se hvilke abonnere er der? Hvordan arbejder vi ind i det? Det er de 2 ting jeg bruger det til og så tror jeg faktisk ikke, jeg bruger det til andet.

4:24 Interviewer

Den anden, det er så Knowledge Basen og det er teknisk set ikke University, men der bliver også linket til Knowledge Basen inde på University. Det er alt sammen ressourcer til at kunne tilpasse løsningen og til at forstå løsningen, så de hænger sammen, og du er på ingen måde den eneste der ikke helt kan huske forskel.

4:46 Informant

I har nogle træninger eller sådan noget inde på University, tror jeg nok, altså hvor man ligesom kan læse noget om hvordan det hele sættes op, så besvarer en multiple choice, tror jeg til sidst.

4:55 Interviewer

Nej, ikke længere, men det havde vi engang. Vi kan jo se i den undersøgelse, vi har foretaget os, at jo mere erfarne folk er, så bruger folk ikke University. Der er ikke nogen grund til at blive onboardet i et produkt de kender i forvejen, så er det vores docs som er folks måde at bruge det. Så du er nemlig langt fra den eneste som bruger det på den måde, og indenfor de sidste par år har vi sat meget ind i også at prøve i forhold til at få lavet noget generisk træning, meget til nye partnere eller til folk der kender løsningen i forvejen, så de kan gå de her ting igennem. Og så i sidste ende, forhåbentlig ende der hvor du er. Et sted, hvor man egentlig bare søger ind på Knowledge Base, når man skal bruge noget nyt. Men det er den der sti eller læringsrejse, hvis man kan sige det på den måde, vi gerne vil have folk de kommer igennem derinde.

6:01 Informant

Ja, men som sagt, desværre kan jeg nok ikke så meget med den der første tredjedel der eller hvad skal man sige, altså hvor det netop handler om at onboarder. Det er ikke dermed sagt, at der ikke kunne være noget vigtigt viden til mig, men jeg sidder jo bare med en fornemmelse af, at alt det der det ved jeg godt. Det behøver jeg aldrig mere at læse om, selvom der selvfølgelig sker en udvikling, og jeg i virkeligheden burde. Men det får jeg ikke gjort, og det bliver først den dag, hvor jeg står og tænker, hvad fanden sker der, den her app kender jeg slet ikke mere, så ville jeg måske gøre det, men der er vi jo ikke.

6:35 Interviewer

Der når vi får forhåbentlig ikke heller ikke hen til.

6:39 Informant

Altså IT udvikler sig jo så.

6:42 Interviewer

Lad os lige høre, hvor mange sidder med Tasklet, er det bare dig Morten der sidder med det ovre hos jer eller?

6:48 Informant

Vi har også en der hedder Joachim. Han arbejder også lidt med det.

6:59 Interviewer

Hvordan er han blevet lært op i Tasklet?

7:04 Informant

Det er totalt sink-or-swin metoden, hvor der er et problem, gider du at kigge på det og så er han gået i gang med det. Han arbejder sammen med sin far på et stort projekt, nede hos Scandline. De har sådan

custom kodet NAV 2014. Meget af det kan jeg faktisk ikke sige, fordi det er lidt at han er på udlån der, også sammen med andre, så hvad de helt præcist har gjort for at få ham i gang med det, det ved jeg faktisk ikke. Men ellers er det bare Morten og jeg som bruger det.

7:53 Interviewer

Hvor lang tid er det i har arbejdet med Tasklet?

7:59 Informant

Det er jo længe siden Lars, hvor længe er det? Det var mens vi sad ovre i de små lokaler overfor Novi. Det er 2016, det må det være at jeg sad med det, og Morten må så være fra 2018 tror jeg.

8:32 Interviewer

Det er stadigvæk super spændende at høre fra de meget erfarne brugere, det er jo der hvor vi gerne vil have at folk de at de ikke kommer hen. Men så er vi så også ved at overveje at kigge på nogle kurser, vi er ved at lave et nyt kursus lige nu, Advanced Customizations, men det nok heller ikke helt relevant for dig. Men vi er så også ved at kigge på kurser fremadrettet og nok mere rettet mod noget mere end user training og forklaring af for eksempel stregkoder. Om det er noget, som du kunne gøre brug af, at der er nogle ressourcer til at undervise brugerne.

9:12 Informant

Ja, altså måske. Det, der er svært i vores branche. Det er, at der skal ikke ret meget til. Når man nu laver en generel undervisning af, hvordan bruger du stregkoder, eller hvordan laver du en modtagelse på din scanner. Der skal ikke ret meget til før at det ikke er præcis det lager setup vi kører med eller den her kunde gør noget en lille smule anderledes, og så virker den her vejledning ikke, synes vi, selvom kunden måske ikke ville lægge mærke til forskellen, men der skal desværre ikke ret meget til. Men hvis de bliver holdt korte, klip. Jeg ved det ikke, det er bare at der er så mange måder man kan konfigurere og bruge BC på og dermed også hvordan man kan konfigurere og bruge Tasklet scannerne på. Det at lave noget generisk undervisningsmateriale kan faktisk blive enormt forstyrrende for os som partnere og resten af forretningen, fordi jeres materiale siger, man skal bruge scanneren sådan her, men det er ikke det, vi har aftalt med administrationen og for eksempel indkøb eller salg. Så kan det godt være et lager de har set en video hvor at de kan se de skal gøre sådan her, men det er ikke det vi har aftalt og derfor så kan vi ikke bruge den video fordi de må ikke gøre det sådan der eller et eller andet. Så det ville være min skepsis overfor det, men derfor er det stadigvæk super rart at have noget at vise i hvert fald i en salgssituation. Der kan det jo også bruges.

10:57 Interviewer

Jeg har også snakket med andre partnere tidligere, som netop har nævnt det her. Kan i ikke lave noget træning for slutbrugeren og sådan noget. Jo, men det er netop det, der også kunne afholde os lidt fra det, det er sjældent 100% standard, det som kunderne gør. Men der er altid, som du selv siger, et eller

andet i en proces der afviger lidt og hvis det ikke lige ligner det der er på scanneren i forhold til hvad der sker ude ved kunden, så kan det måske forvirre mere end det gavner.

11:24 Informant

Ja og jeg vil sige, at lige nøjagtig med jeres App eller extension eller jeres funktionalitet, i forhold til andre ISV-løsninger som vi partnere har, så er det største problem faktisk tit, at konsulenterne ikke er dygtige nok fordi det som end useren skal, det er faktisk meget intuitivt og hele jeres løsning er jo designet på en måde sådan at ham der går rundt på gulvet med scanneren forholdsvis intuitivt kan finde ud af, hvad er det jeg skal. Så hvis man ligesom kan dele problematikken om folk der ikke ved nok op i to, én ting er end useren, anden ting er konsulent, så synes jeg konsulenterne er det store problem og konsulenterne er det store problem på to områder. Dels BC-warehousing, altså at folk simpelthen er for dårlige til BC-warehousing. Det kan i nok ikke gøre noget ved, men det går bare ud over Tasklet, fordi så er der pludselig noget der ikke virker i Tasklet, fordi i antager at man bruger BC-warehousing korrekt. Man bruger lagerstyring korrekt. Jamen vi har ikke, vi bruger ikke lagerstyring, men hvorfor, hvad vil du så med en scanner? Jamen det er bare fordi det er så nemt at tælle op, jamen til hvad? Der er en masse problemer. Så ved vores konsulent ikke hvordan de skal håndtere sådan en case fordi vi står med en BC der ikke bruger lagerstyring, men de vil gerne bruge Tasklet. Der er jo en konsulent, der har fejlet helt altså en lager konsulent, der er fejlet helt i, at kunden slet ikke bruger lager eller ikke bruger det rigtigt. Der er nogle skel i hvad er det vi har svært ved og altså slutbruger fra konsulenter, så er det faktisk konsulenterne der har det sværest og skælder vi produkterne fra hinanden er det BC-lagerstyring eller er det Tasklet? Jamen, så er det faktisk ofte BC-lagerstyring, der er svært. Jeg havde så sent som i den her uge en konsulent der sad og der var noget, der opførte sig underligt med scanneren der scanner stregkode, men det havde intet med Tasklet at gøre. Det er jo fandme fordi de har oprettet den samme vare to gange, fordi hvis det er det ene lager og så bruger de det her varenummer, hvis det er et andet lager, så bruger de det her varenummer. De har jo begge den samme stregkode, hvordan fanden forestiller du dig at det skal fungere? Og hvem er den konsulent der ikke har stoppet det? At man begynder at oprette varenumre per lager i stedet. Jamen vi gider ikke rigtig køre med lokationsstyring. Kom nu, og så er det også svært, ikke? Så det er de udfordringer vi står overfor. Så derfor synes jeg faktisk, vi har meget få problemer med selve Tasklet løsningen, og det kan jo også hænge sammen med at Morten og jeg kender den så godt. Selvfølgelig, men i virkeligheden, når vi sidder og kigger ned i det, så er det altså ikke Tasklet, der er problemet. Så er det enten forståelse af lagerstyringen eller forståelsen af det hele, hvad er det for nogle processer, der foregår ude? Hvad er det, vi skal scanne? Altså hvor konsulenten simpelthen kommer til kort. Men det kunne måske være en ide i virkeligheden. Nogle gange så er der, og det mistænkte jeg også da jeg sad ovre hos jer, nogle gange, så dem vi fik igennem, det var fandme juniorkonsulenter. Fordi de var de eneste der havde tid til at kaste sig over sådan noget som Tasklet. De vidste ikke engang hvad fanden lokationer var i BC. Der kunne godt være dels noget forretningsforståelse, hvad foregår der i hovedet på et lager, fordi der sidder en ung mand, der kommer fra universitetet. Han har aldrig arbejdet på et lager, altså han ved

ikke hvad en palleløfter er eller en gaffeltruck eller en scanner eller hvad er det i grunden vi skal her? Jamen vi skal flytte nogle varer over for de her sjove porte, hvor der bakker nogle lastbiler til og vi skal have styr på dem hele vejen. Nogle gange så tror jeg virkelig, prøv lige at gå en tur ud på et lager og så se hvad der faktisk foregår og hvor er det så Tasklet løsningen passer ind i det. Det er sådan en lille dokumentaragtig at sige, jamen når lastbilen kommer ind, nej når indkøberen erkender at vi mangler noget, så laver han en købsordre, og så er der nogen i logistik, der gør noget. Det er ikke sikkert vi lige hjælper med det, fordi det er den anden ende vi hjælper med det, når vi sender det igen. Men så er der formentlig nogle fra logistik, der er med til at planlægge. Så kommer der en lastbil, og så scanner vi det her, fordi så viser vi så BC, at nu har vi rent faktisk fået det op på rampen. Nu skal vi så have det fra rampen, og så skal vi have det lagt ned på bulk lager eller på pluk lager, eller hvor de nu skal hen. Det hjælper BC os med, og så kan man ligesom vise, hvor scanneren passer ind i det her. Og så igen, så er det så en sælger der har solgt noget, så skal det jo så plukkes eller det der skal genopfyldes eller der skal flyttes lokation eller optælles og så vise det ikke så meget i teknikken, men faktisk vise det i, hvad er det der foregår ude på gulvet fordi den forståelse kan jeg i hvert fald se der er mange nogle steder.

16:35 Interviewer

Det ja, det vil jeg nok umiddelbart give dig ret i det. Det tror jeg på det tror jeg det var.

16:43 Informant

Det var en ide i hvert fald, og hvis der er nogen, der vil være med til, så er den jo ikke så sårbar overfor, hvordan har man nu lige sat sit lager. De forskellige lagre jeg har været på. Der har jeg i hvert fald kunnet se de her sammenhænge med, at vi skal modtage varen, og vi skal have den lagt på lager, og det kan sgu godt være nogen, de gør det i et go eller nogen de gider slet ikke at gøre det, de står gerne her på rampen indtil produktionen siger de skal bruge dem, fordi det kommer gerne i sidste øjeblik. Når ja ja, men man kunne godt lige tage den her standardiserede proces som der er, og jeg ved den findes nogle steder. 17:21 Interviewer Ja vi har nemlig forsøgt, eller vi har jo noget materiale allerede der ligger. Den prøver at italesætte en del af det, som du måske, at vi har prøvet at snakke ind til netop måske folk der ikke har haft berøring med et lager før. Det er en problemstilling, som vi også selv ofte møder ikke og prøver. Men det er stadigvæk en god idé at genbesøge det, tror jeg. Det har levet i et par år nu. Det sætter nogle tanker i gang også for mig at lige at få det genbesøgt igen, ikke? Fordi det er lige med at ramme det niveau i forhold til hvem er det, vi sigter imod, hvor erfarne er folk derude og nogle gange som du selv siger, så kan det være en juniorkonsulent, der lige er kommet fra universitetet og lige haft sommerferie, og så er det bare afsted over stepperne har aldrig været ude på lageret for eksempel så ja. Det har vi jo egentlig også fået vores eget lille lager, så vi kan egentlig godt vise det fysisk, hvordan det egentlig fungerer. Det vil nok godt kunne hjælpe. Ja det har du været ovre at se.

18:30 Informant

Jo det har jeg Peter vist alle strømperne frem. Det er rigtigt. Og den der lille robot i havde til at køre

rundt også, så det var jo meget fint. Men det er rigtigt, det er jo en fin ide. Nu kan man så sige Morten og jeg, vi har været meget på et lager. Men Joachim for eksempel tror jeg ikke har faktisk. Så lige det der med at få forståelsen for hvad de der folk de går rundt og hvorfor de ikke har tid til andet end at det her, det bare virker. Når man scanner med det samme og hvorfor de ikke bare kan bruge deres mobiltelefon til at scanne med. Fordi det er jo nogle gange uforståeligt. Hvorfor skal jeg have sådan en dyr scanner? Prøv at give det til en der håndterer 1000 linjer i timen og så se hvad han synes om en mobiltelefon er god nok.

19:39 Interviewer

Nu har vi jo så ende på platformen, at når der kommer nogle nye releases og når det kommer noget nyt. Så bliver der sendt nogle news updates ud. Er det noget du får gavn af?

19:54 Informant

Altså dem jeg har fået eller dem jeg subscriber til har jo været ved nye versioner og så har jeg en gang imellem fået en info, hvis i har puttet nye feature i jeres Pack-and-Ship. Men det er ikke rigtig noget vi bruger, så det eneste jeg har brugt, det er den her versions opdatering, så holder jeg mig ajour med, hvornår skal jeg sørge for at få det rullet ud til vores brugere? Og det forestiller jeg mig måske nej, det vil ikke ændre sig, når vi kommer over på online løsning. Det er det, jeg vil bruge det til, tror jeg. Vi er ikke super gode til ligesom at lave en "readers digest" af, hvad er nu de nye fede ting i de her apps, efterhånden som de kommer ud. Men det er en ambition vi har, og jeg håber vi kommer til det. Men det er sådan set den ambition, vi har haft i 10 år og det gælder ikke kun Tasklet. Det gælder også Continia produkterne, det gælder alt muligt. Altså når der kommer noget nyt, så vil vi jo gerne fortælle vores kunder, "hey det her nye smarte er kommet". Men igen ryger vi lynhurtigt over i den her med, ja, men de kører lige et eller andet lidt specielt, så derfor er det ikke relevant for den her kunde, og så er det noget andet, der er relevant for den her kunde, og så kan vi ikke lave noget generisk alligevel, og så bliver det for tungt og for dyrt, og så gør vi det ikke. Det skal være meget generelt, men vi bruger det faktisk som reklame og siger at nu kommer der en ny version af Tasklet, og det sender vi ud til alle vores kunder, også dem der ikke bruger Tasklet og det samme med Continia, nu kommer den her feature så ind i Expense Management og det er ikke alle vores kunder der bruger Expense Management, så det kommer ud og vi bruger det til at gøre opmærksom på det her produkt. Det ligger faktisk allerede i pakken og i kan bare tage det i brug og vi gør også mærke på, at vi opgraderer for jer gratis uden at i opdager det, så på den måde bruger vi det.

21:51 Interviewer

Det er godt at høre, at det i hvert fald bliver brugt. Så har vi jo så en anden stor sektion. Det er resources. Det er så der hvor du har kunnet finde de seneste downloads og sådan noget. Den har du jo selvfølgelig gjort brug af.

22:09 Informant

Den er jeg glad for. Det er den, jeg bruger mest. Det er det. Og det kan jo så regne ud at det er en gang hver tredje eller sjette måned eller sådan noget.

22:20 Interviewer

Ja det er jo når der er kommet noget nyt.

22:25 Informant

Ja, og vi ruller jo ud til alle kunder samtidig, den nyeste version.

22:35 Interviewer

I vores survey har vi også spurgt om lærings præferencer, og der havde du sat det on-the-job training. Nu ved du jo selvfølgelig rigtig, rigtig meget om Tasklet i forvejen, men om der er et eller andet behov for noget specifikt til on-the-job, måske også mere til ham nye eller hvis i kommer nogle flere.

22:59 Informant

Altså grunden til at jeg har skrevet on-the-job training. Det er bare fordi jeg ved, man kan godt have en ambition og man kan også sætte et undervisningsprogram sammen, og det gør vi også til vores unge konsulenter, og de lader også som om de går det igennem eller synes selv de går det igennem. Men første gang de skal noget i praksis, så ved de ikke en skid alligevel og så er det forfra. Det kan da godt være, at de ligesom har en referenceramme, og det så går hurtigere, når de rent faktisk kan bruge det. Jeg er ikke pædagog, og jeg er virkelig dårlig til den slags, men jeg kan bare se, at det virker først når du står og skal bruge det, og faktisk så skal du helst have ødelagt det for kunden og så reparere det før du har lært noget. Så derfor vælger jeg on-the-job training, og så har jeg selv en meget stærk personlig præference for selvstudier. Jeg duer slet ikke til sådan noget kursus hvor man kommer ind og sidder 16 mand og kigger op på tavlen, hvor der er en der gennemgår noget. Altså jeg hader det. Jeg vil meget hellere have Docs eller en YouTube film, som jeg kan pause og hvor jeg kan sidde og læse og så kan jeg ryge ned i alle mulige kanin huller i forhold til, hvad der nu lige er blevet sagt, og som jeg synes jeg skulle vide noget mere om, inden jeg gik videre med det jeg var i gang med. Derfor så har jeg valgt den præference, men det er en personlig præference, og den ved jeg, at der er mange af mine kolleger, der ikke har. De kan slet ikke finde ud af det der, fordi de falder i søvn efter 30 sekunder. Hvis ikke der er nogen, der står og taler til dem, hvorimod jeg falder i søvn efter 30 sekunder, hvis der er nogen der taler til mig.

24:40 Interviewer

Ja, det er spændende med lærings præferencer at der er ikke nogen der kan lide det på samme måde og lave generisk materiale det bliver bare sværere og sværere. Men du er heller ikke den eneste, som vi har snakket med, som ikke bare lige i forbindelse med det her, men også tidligere som har det der med at, det er rigtig godt at have dokumentation og så noget der lige viser lidt, som man kan ping ponge

frem og tilbage og styre lidt selv ens måde at lære på i vejen igennem det materiale, som man nu gerne vil blive klogere på.

25:13 Informant

Og skulle jeg nu deltage i en undervisning, altså hvor der står en ved en tavle og fortæller, så vil jeg hellere have den optaget. Så gør det som et webinar eller on demand streamer nede fra Directions eller sådan et eller andet. En optagelse vil jeg hellere sidde med end, jeg ville være der fysisk. Fordi det passer mig bare bedre.

25:42 Interviewer

Webinarerne bliver i hvert fald optaget og uploadet. Men ja, hvis der kommer et eller andet, så skal vi i hvert fald holde det i baghovedet. At der også andre der ikke ville komme fysisk, men som ville få gavn af bare at se videoen af det.

25:59 Informant

Altså tit melder jeg mig til webinar rundt omkring bare for at få videoen bagefter, for jeg har ikke tid eller gider sidde og se det, og hvis jeg gør det, så bliver det helt klart som second screen.

26:16 Interviewer

Der var lige en anden som nævnte det her, i forhold til at kunne, lad os nu antage at du kunne have interesse i at deltage i en form for QnA session med folk der er på samme niveau som dig videnskabs-sigt. Men hvor at vi stiller et teams kald til rådighed og så har man mulighed der for at få spørgsmål og svar på forskellige mærkelige hjørner af vores Tasklet løsning. Var det noget som du synes der kunne være interessant?

26:50 Informant

Ja og her der taler du om konsulenter, der sidder ude hos partnere. Ja altså det ville jeg synes var interessant at deltage i. Jeg ville ikke synes det var interessant at sende nogen til at deltage i det, og det vil jeg ikke fordi at alle dem jeg sidder og snakker med, der vil jeg have det ene formål at finde ud af, hvem var de dygtige og ville jeg kunne flytte dem? Og det for at være helt ærlig, altså vi er konkurrenter og det vi slås om, det er ikke kunderne, det er arbejdskraften. Jeg er ikke ret meget for at sende folk afsted på kurser sammen med andre, hvor de kan finde ud af hvor dygtige de er. Fordi det betyder bare, at så skal de have mere i løn, eller også så mister vi dem. Hvis du blander kunder ind i det, så ville ingen partnere have lyst til det, fordi de tror så at vi stjæler deres kunder, men i virkeligheden vil vi hellere stjæle deres folk og det ved de selvfølgelig også godt. I gamle dage, der ville man ikke lave sådan noget med kunder, fordi man var bange for partnerne stjal vores kunder, nu er arbejdskraften kommet op, hvis ikke højere end kunderne. Der var ikke meget at snakke om det da jeg startede, men der var det også svært at finde arbejdskraft. Men jeg synes lige nu i hvert fald hvor jeg sidder, det kan godt være at det er fordi min funktion har ændret sig, men jeg er i hvert fald

meget bevidst om, at det er væsentligt sværere at finde folk end det er at finde kunder. Så ja, jeg vil være interesseret i at deltage, også for det faglige. Men 75% ville være for at sidde og finde ud af, hvor sidder de gode folk hen. Sad to say. Fordi det er der vi er.

28:39 Interviewer

Jeg tror det er den tanke, hvis det er noget vi nogensinde bliver ført ud i livet. Det er jo bare en hurtig ide, men det er uden kunder, kun partnere og konsulenter/udviklere skulle mødes og lige en times tid og få noget svar på nogle problemstillinger eller lignende, på hvad der rører sig derude.

29:01 Informant

Og kan man sige, er det Working Partners som for eksempel mig og Morten? Altså vi er jo partnere i Ecodel, så vi er ikke sådan nogen der lige lader sig flytte. Og er det det samme niveau, hvor det er en eller anden seniorkonsulent, der alligevel sidder ejer 10% af det der firma han arbejder for. Altså så er man ikke så nervøs for det. Men jeg ville ikke sende nogen af mine medarbejdere til sådan noget. Det er jo ikke ensbetydende med, at i ikke kan invitere dem, men jeg ville være træt af det.

29:32 Interviewer

Det ville være godt, hvis vi er meget picky om hvem vi inviterer.

29:38 Informant

Ja, men det ved jeg ikke hvordan i skal være, og det er jo ikke jeres interesse, det er jo min interesse, vores interesse. Men i har jo en balancegang, også omkring hvor meget i pusher på Tasklet, det tror jeg vi har snakket om tidligere, jeg har i hvert fald snakket med salg og med Peter om det at, i kan jo godt komme ind og forstyrre vores dagsorden og det skal i selvfølgelig også, for i vil gerne pushe Tasklet ud til vores kunder. Men vi er faktisk i gang med fire andre ting, der er langt vigtigere for den her virksomhed, og derfor så at i kommer og pusher Tasklet, det er faktisk pisse irriterende, fordi det har hverken vi eller organisation tid til at håndtere lige nu, og så får vi bare en lagermand, der står og støjer, mens vi er i gang med noget andet. Den balancegang skal i jo træde, og den skal jo også træde, når i engagerer partnerne og deres folk ind i. Jeg er også bevidst om det er en balancegang, og i må jo gerne genere os, bare ikke for meget, vel?

30:44 Interviewer

I forlængelse af at kunne sparre med nogle partnere. Vil du have gavn af noget mere statisk? Altså et forum hvor du kan så sparre med andre partnere og forveksle noget viden og erfaring.

31:01 Informant

Sådan lidt ligesom en Yammer Group vi har i app development som Microsoft stiller til rådighed eller hvor det er et eller andet forumagtigt, statisk hvor man så siger. Har i ikke en Yammer Group i virkeligheden, hvor der bare ikke rigtig sker noget?

31:16 Interviewer

Jeg tror vi havde en i forbindelse med Pack-and-Ship. Jeg mener den blev nedlagt.

31:22 Informant

Ja, der var ikke meget aktivitet, og jeg havde ikke noget i hvert fald at byde ind med. Det kan også være jeg bare hoppede fra den, men hvis i så har nedlagt ja. Men jeg vil sige jeg bruger en fire-fem Yammer Groups som Microsoft har oprettet i forhold til BC og app development, app source og sådan noget, altså hovedområder og det er meget de samme som er aktive derinde. Det kunne jeg godt se for mig. Men om i har volumen til det, det ved jeg sgu ikke. Altså det kunne i da godt have.

32:06 Interviewer

Ja det tror jeg. I forhold til et mere specifikt område som Pack-and-Ship, der var ikke volumen til det, men set lidt bredere for Tasklet, der kunne det måske godt være.

32:20 Informant

Altså hvis i kunne komme om det hele. Nu ved jeg ikke om det skal deles op i to, fordi der er noget teknik og infrastruktur, og så er der noget som er nogle use cases, altså hvordan forretningens gang er ude hos kunderne, som scannerne kan understøtte og, og vi kan ikke få dem til at bruge cross docking ordentlig og alt sådan noget. Det vil handle meget om de her forretningsgange. Hvor der så kan noget være omkring teknikken, og er der nogen der har haft held med at cross joine nogle registreringer i forbindelse med et eller andet? Altså det kunne jeg godt se for mig, at der var sådan to hvor man lige inden man skriver til jeres support, så skriver man lige ind i Yammer, fordi det kunne jo være der var en venlig sjæl der havde gjort det. Og jo klogere folk er, jo mere vil de gerne vise at de er kloge og derfor så svarer folk sjovt nok. Selvom det er meget værdifuld viden de sidder med. Jeg har også selv gjort det, så svarer man helt gratis fordi man vil gerne hjælpe en kollega og vise, at man kan finde ud af det her. Så det det tror jeg. Jeg vil ikke love noget, men jeg kunne godt se fornuften i det.

33:31 Interviewer

Det var godt. Jeg har ikke mere, har du? Nej det tror jeg ikke jeg har. Nej.

33:42 Interviewer

Så bare til sidst, om der er et eller andet vi her glemt at spørge dig om eller du rigtig gerne vil sige, eller synes der er vigtigt?

33:50 Informant

Nej, det har jeg ikke.

9.1.3 Interview 3 - Jeppe

0:02 Interviewer

I løbet af den her næste halve times tid.

0:08 Informant

Det er så fint.

0:10 Interviewer

Ja og så vil vi høre om vi må bruge dit navn, eller om du gerne vil forblive anonym.

0:17 Informant

Det bruger i bare.

0:20 Interviewer

Super, tak. Kan du introducere dig selv?

0:23 Informant

Jeg sidder som udvikler ved RelateIT og jeg har kun været her i 5 måneder. Jeg har ikke lavet så meget Tasklet mens jeg var her, men jeg var ved 9altitudes før, i halvandet år, hvor jeg sad som udvikler. Hvor jeg har lavet ret meget Tasklet, jeg har i hvert fald brugt mange timer på det, og i den forbindelse også brugte jeres support og jeres læringsportal og Tasklet dokumentation ret meget. Det er kort og godt hvad jeg kommer fra.

1:00 Interviewer

Hvordan blev du så oplært i Tasklets løsning?

1:10 Informant

Der var en der viste mig hvordan display lines fungerede, hvordan man rettede dem ude i scanneren og så var jeg lige pludselig den der vidste mest derfra, og så var det ellers bare afsted. Jeg fik selvfølgelig noget intro, jeg har jo taget det modul for modul, som jeg har haft behovet for at skulle have vist noget. Jeg har ikke været ude og undervise folk i selve løsningen. Jeg har kun skulle tilpasse modulerne. Der har jeg fået noget sidemandsoplæring i, hvordan fungerer lige præcis det her modul, lige nu hvor vi skal bruge det. Og så har jeg nogle gange været inde og se jeres læringsvideoer, hvis jeg lige har brug for et eller andet. Hvor jeg tænkte, det lyder som noget man måske burde kunne som standard, så har jeg været inde og se jeres videoer i stedet for at lave en tilpasning.

2:00 Interviewer

Hvad med Tasklet University, var det også igennem nogle kollegaer?

2:08 Informant

Jeg tror faktisk det kom efter jeg havde oprettet en supportsag, hvor jeg så fik at vide, at det kan du bare lige se ind i vores Tasklet University. Nede i portalen dernede.

2:19 Interviewer

Hvad med generelt? Hvordan bliver folk oplært i Tasklet? Eller måske også der hvor du var før, men også nu.

2:28 Informant

Der hvor jeg er nu, der er der ikke rigtig nogen der er oplært i det. Vi sidder forholdsvis mange mennesker på ret mange lokationer, så jeg kan kun tale for Skanderborg. Jeg tror jeg er en af de eneste der kan rasle det her. Vi har en plan om at få lavet noget oplæring, altså hvor jeg simpelthen laver et oplæg til, hvad jeg synes er det mest basis at folk skal kunne lære. Hvordan man laver display lines og de der småting, men det bliver vist bare en præsentation og måske også en lille hands-on workshop hvor at folk de lige skal lave et eller andet simpelt. Så kan vi jo støtte det op med, at hvis folk har brug for noget specifikt, så har vi nogle konsulenter, der selvfølgelig kender Tasklet. Så er det også at gennemgå hvordan jeres dokumentation site fungerer og hvordan man finder de ressourcer man har behov for derinde.

3:26 Interviewer

Der er vi jo så også ved, at i hvert fald i fremtiden, at der bliver kigget på den her Knowledge Base, hvor vi har alle de her dokumentationer. Kigge på at forbedre den. Hvordan er din oplevelse med den, bare lige for at spørge ind til det? Men er det nemt, synes du, at finde rundt i og går hånd i hånd med at se videoerne og så videre, så man får lidt en introduktion til det eller?

3:48 Informant

Ja, jeg synes den er blevet betydeligt bedre hen over det sidste år, og jeg kan også godt se noget af det der er blevet opdateret derinde, det har nok også været inspireret af hvad jeg har lavet og har haft spurgt jeres support om. Det har egentlig været meget fint, det kan jeg godt se når jeg har spurgt nogle ting ind i supporten og fået noget hjælp derinde fra, så har det egentlig også blevet reflekteret ude i dokumentationen. Et stykke tid efter i hvert fald at, så kan man se at det begynder at blive oprettet herinde som værende ordentligt dokumenteret, hvordan man også gør de ting. Der er selvfølgelig nogle huller. Jeres support er jo heldigvis vanvittig god og nem og hurtig at få fat i, så det har ikke været et kæmpe problem at dokumentationen altid havde alting med. At fremsøge ting der, det fungerer rigtig godt.

4:43 Interviewer

Fint. Nu skal du til at undervise andre, er der et eller andet der som du mangler, som vi også kunne hjælpe med, også bare generelt, der kunne være god viden at have.

5:01 Informant

Det tror jeg ikke, ikke som jeg lige er stødt på, hvor jeg tænkte at det mangler. Der er nogle fine opstartsvideoer og emner inde på jeres dokumentation til, hvordan man kommer i gang med at udvikle til det, og det tror jeg egentlig er rigeligt dækkende. Nu har jeg selv været i gang med at sætte vores demo scanner op og et demomiljø. Der fulgte jeg bare jeres guides til det og de kommer sådan set fint rundt i det, uden at der var noget man skulle ud og finde ud af. Der er jo egentlig ikke behov for at Google noget undervejs i det. Det var bare at følge guiden. Det er jo fedt.

5:37 Interviewer

Ja godt at høre. Er der mangel på noget basisviden, for eksempel, hvad er et lager og hvordan man kan sætte det op og stregkoder. Sådan den helt basale undervisning i at kunne forstå hvilken kontekst løsning den passer ind i?

5:58 Informant

Ja, det kunne måske godt være at man havde lidt mere sammenkobling af hvordan standard BC gør det og hvordan det bliver formidlet ude i scanneren. Så folk både kan se hvordan man egentlig gør det i hånden inde i BC, samtidig med hvordan at det så repræsenteres og ude i scanneren. Det ved jeg, at der kan godt være nogen der har lidt svært ved lige at få koblet det sammen, så har de enten set det ene eller det andet, men forstår ikke helt hvad. Eller så bliver de præsenteret for Tasklet scanneren, og så virker det hele jo så nemt. Nogle gange så tror jeg at det er fint at man lige får begge sider vist samtidig. Så folk har helt styr på, hvad er det rent faktisk BC gør når jeg gør det her? Jeg synes at der bliver vist mange eksempler, hvor man starter med at datagrundlaget allerede er dannet til scanneren, hvor man bare starter ude i scanneren. Der kunne det være fint lige at få vist rejsen til, hvad er det der er blevet oprettet inde i BC, hvad er det for nogle lager pladser, der skal til hvis man vil lave en demo af det selv til en kunde. Hvad er det så man skal have oprettet på forhånd. Det er i hvert fald taget ud fra en betragtning af, at vi har nogle trainees, vi har nogle traineeprogrammer og når de skal lave logistik i hvert fald, så kan det godt være lidt svært for dem at starte helt fra bunden af. Det er jo ikke det nemmest emne i hele verden at give sig i kast med, men så kan det være fint, at de i hvert fald har noget guide at støtte sig opad. Hvordan at de rent faktisk får præsenteret tingene ud til scanneren.

8:13 Interviewer

Nu tænker du måske rejsen, at vi helt tilbage med at oprette en vare til at lave en indkøbsordre til at få det ud på scanneren.

8:26 Informant

Ikke oprette varer. Altså fra du har en købsordre, oprettelse af købsmodtagelsen og oprettelse af din læg-på-lager. I nogle forskellige, altså en simpel bare en til en, men også hvor der er flere varer eller en vare, der skal splittes ud til forskellige steder.

8:52 Interviewer

I vores survey har vi kigget på lærings præferencer, fordi vi vil gerne kunne levere den bedst mulige undervisning, og det kommer helt an på, hvordan det bliver præsenteret. Men der har du for eksempel sat hands-on learning, og det er der også mange andre der også har sagt. Og vi har fundet ud af at det betyder lidt forskellige ting for forskellige folk. Hvad betyder det for dig?

9:18 Informant

Ja, det er at jeg sidder med scanneren i hånden og ligesom kan prøve at teste den vej rundt, sidde og lave flowet inde i BC og så se hvordan det repræsenterer sig ude i scanneren. Det er jo ikke alle, der har den mulighed, hvis man ikke har en scanner stående fysisk på sit kontor, så kan det være lidt svært. Det har jeg i hvert fald før været ude i at skulle låne en kundes scanner, for ligesom at kunne prøve det. Om det så er igennem MobiControl, men i hvert fald så man kan prøve at sidde med scanneren i hånden og se hvad der rent faktisk sker, hvordan det føles. Hvad man har af muligheder når de trykker på en knap hvordan opfører den sig.

10:12 Interviewer

Så du har også sat attending in person classes og collaborative group activities. Der har vi så overvejet om vi skulle oprette en Yammer gruppe, et forum hvor at folk også kan komme ind og det er lidt mere styret af partnere, at de selv kan dele deres viden og stille spørgsmål eller diskutere, hvad de har lyst til. Kunne det være noget for dig?

10:42 Informant

Det tror jeg kunne være meget interessant. Det tror jeg også der er andre der ville synes. Der er jo en Discord server til Business Central, der bliver i hvert fald stillet nogle Tasklet spørgsmål en gang imellem.

11:02 Interviewer

Det kan da godt være vi skulle kigge på den. Det er både noget af det vi går og tænker på, og så også eventuelt at supplere vores online træning med nogle QnA sessions en gang imellem, hvor man lige kan møde op og der er måske en agenda, men hvor man så kan få svar på nogle af de spørgsmål man sidder og brænder inde med eller kommer på for eksempel. Det tror jeg er noget vi kommer til at stable på benene i det nye år, men det ved jeg ikke hvordan det lyder, at møde op til det engang hvert halve år eller lignende. Hvis der er behov for det og få svar på nogle spørgsmål, og så kan man også lige høre hvilke andre spørgsmål der findes derude blandt vores partnere.

11:42 Informant

Det ville være en god ide. Jeg har ikke styr på, laver i sådan nogle videoer når der nu kommer en ny major release her til version 23 eller et eller andet? Har i nogle videoer med hvad i så ligesom har af

nye features, laver i det undervejs?

11:58 Interviewer

Vi laver videoer når der kommer nogle større releases. Med de her mindre releases, sender vi bare en notifikation ud på vores University platform, der laver vi som regel noget. Men hvis vi har større nyheder, nogle moduler eller lignede, så bliver det altid suppleret med noget videomateriale. Der har været lidt stille hvad det angår her på det seneste, men når der kommer noget større, så supplerer vi det altid med noget dokumentation og noget videomateriale også. Du havde egentlig også sat on-the-job training, men det er jo nok at kunne fordybe dig i det arbejde du laver.

12:50 Informant

Ja.

12:57 Interviewer

Sådan generelt når du har en Tasklet opgave, hvor meget tid har du så til at til at kunne udføre den?

13:06 Informant

Simple ting som at ændre display lines, givet at det ligesom er dem der er der i forvejen, så er det noget der tager, jeg ved jo efterhånden hvordan det fungerer, så er det noget der tager en times tid til to. Det kan ikke estimeres til under 4 timer rigtigt, det er sådan lidt en regel. Større ting, det kommer an på hvad kompleksiteten er. Hvis man kommer op i noget høj kompleksitet, hvor man også begynder at kunne se, at der måske mangler events og sådan noget, hvor vi så er tvunget til at tage en kopi af en del af jeres løsning og selv tilpasse den. Vi sætter altid god tid af til det i hvert fald. Og det accepterer kunder også, at det tager tid, fordi det ligesom er noget de bruger meget og de har mange folk der skal gå og bruge det hele tiden. Det tager ikke lang tid for dem at tjene de penge ind igen i hvert fald. Det er sjældent jeg har haft nogle kunder der har skubbet tilbage på estimatet, i hvert fald med Tasklet opgaver, fordi de selv kender værdien af og få lavet en ændring til det.

14:20 Interviewer

Så de Tasklet projekter du sidder med, det er sjældent det bliver gjort rent standard. Der er altid nogle småting som skal ændres eller hvordan ser det ud?

14:33 Informant

Der er ofte lige nogle småting, hvor folk gerne vil have lavet det om. For det meste er det display lines hvor folk bare vil gerne have et eller andet information ud, og det har de i en eller anden speciel årsag til, at de gerne vil have ud, så tilpasser vi det. Det er jo 95% af tiden at det er sådan noget man lige skal have lavet i en opstart. Så er der nogen der gerne vil have lavet noget funktionalitet om, men som måske allerede er understøttet som events eller bare som parametre. Det seneste jeg har lavet, det var en der gerne ville have, at når de lavede en planlagt bevægelse, en intern flytning, så vil de gerne have

mulighed for, at hvis de er blevet bedt om at plukke fem, flytte fem. Men de kunne se at der lå seks i den kasse de er ved at flytte fra, så vil de gerne kunne flytte det hele. Det var bare to booleans der skulle rettes, og sendes med ud, så man fjerner advarslen og så tillod at den kunne sende højere tilbage. Det er jo noget der er simpelt, når man ved hvordan det skal laves, men hvor jeg også godt kunne se, at dokumentationen ikke helt støttede op om det.

15:57 Interviewer

Har du så ellers generelt de ressourcer du skal bruge til at kunne rette op på det, eller så muligheden for at tage fat i support er der jo altid.

16:06 Informant

Det er support jeg tager fat i når der er noget. Hvis der er noget jeg ikke ved i hvert fald så er det support jeg tager fat i. Fordi jeg nok er den her i virksomheden, der har arbejdet mest med Tasklet. Jeg havde en kunde før, hvor vi brugte rigtig mange timer på at lave alt muligt sjovt fordi de havde en speciel måde de ville arbejde på. De havde noget pakke styring, de havde en palle hvor de havde nogle lots på, så havde de 48 lots på en palle og så i stedet for at skulle scanne hver enkelt og så ville de gerne bare kunne scanne pallen. Det byggede vi, så løsningen rundt om at, at det skulle den kunne håndtere alle steder, så der kom jeg godt rundt i alle hjørner af hele løsningen, også fordi det er en produktionskunde, så fik man også ligesom de moduler med. Og når der så er noget der hvor jeg ikke vidste hvad retning man skulle kunne gå i, så har vi haft fat i jeres support. Og enten bare kunne få et nemt svar på en besked, at det er det her du skal gøre eller den her retning du skal kigge i, eller så har vi ofte bare taget nogle møder.

17:24 Interviewer

Inde på Tasklet platformen, så har vi jo de her news, som du måske har set, at når der kommer noget nyt og der vil typisk de har mindre releases, når de kommer ud, om det er det nogen du får gavn af?

17:40 Informant

Ja eller det er noget jeg ligger i baghovedet. I hvert fald at der kommer ændringer. Jeg sørger for at få læst det og så lærer jeg det bare, og så må det ligge der til at der er nogen der spørger. Det er mere vores logistik konsulenter, jeg håber på at de også får læst det fordi, jeg kommer ikke ud og rådgiver kunden i hvordan det virker, det ved jeg ikke nok om til at det skal være mig. Men hvis de kommer og spørger, så ved man hvad der er af funktionalitet, som man kunne tage i brug til det.

18:22 Interviewer

Det som vi har gjort når vi sender nyheder, det er overvejende tekniske og korte release notes, når der er en ny release og hvis der er noget større, så kommer marketing ind over, så skyder vi de større kanoner af. Men ellers den måde vi gør det på det er passende på dig. Synes du at du lige får en notifikation med hvad der lige er sket på det seneste og så?

18:48 Informant

Ja det er det.

18:53 Interviewer

Ja, så har vi så vores ressource section. Det går hånd i hånd med news. Det er der hvor vi sætter alle de her nye apps og sourcekoden og user guide og der er nogle andre materialer derinde, er det også noget du bruger?

19:14 Informant

Ja, det er noget jeg har brugt flere gange, til at downloade versioner. Det er blevet brugt meget, og fungerer rigtig godt. Dejligt nemt at have med at gøre.

19:30 Interviewer

Okay, det var godt. Nu ved jeg ikke hvordan det er med jer, og hvor mange on-premises kunder og cloud kunder og hvad fordelingen er der.

19:43 Informant

Jeg kender ikke fordelingen. Vi har nok on-premises kunder i hvert fald, rigeligt, alt for mange. Men ja, det er jo der vi går ud og bruger dem, til at få lagt op i vores artefact feed, så vi kan køre pipelines på det og det fungerer det super nemt til.

20:04 Interviewer

Det bliver der også ved at være der, så længe der er on-premises kunder til, så holder vi det der. Nu er du vel den eneste i Skanderborg, der har meget med Tasklet at gøre. Ved du hvordan det er med andre, i de andre afdelinger, om i kommunikerer der frem og tilbage, eller?

20:26 Informant

Der er heller ikke så mange, der kan noget med Tasklet. Lige for vores virksomhed er det er ikke så stort. Altså, vi har en masse kunder der kører med det, men det er ikke fordi vi har lavet så mange tilpasninger til det. Jeg tror ikke behovet har været der for at, der er nogen der skulle opkvalificere sig så meget i det. Jeg ved, vi er i gang med at få stablet et eller andet på benene, med at vi skal ud til jer i det nye år, hvor vi vidst sender en ti mennesker eller sådan noget til en opkvalificering. Jeg tror vores konsulenter er fint stærke i det rundt omkring, at alle ligesom kan lidt. Udviklingsmæssigt er der ikke nogen der kan, men det får vi jo lært dem, når behovet opstår.

21:33 Interviewer

Så jeg skulle også bare lige høre, i forhold til. Du synes ikke der er sådan nogle huller i forhold til din viden om Tasklet. Du kan finde hvad du har brug for, og hvis ikke så rækker du ud efter supporten. Vi har jo bygget vores træning op som en step-by-step, altså når man snakker om de online videoer vi

har på University, men vi har jo den her, kom i gang og få løsningen og scanneren op og køre. Så har vi lidt mere funktionelle kursus, så har vi har haft et basis tilpasnings kursus med hvad man kan lave inde i BC og nu her om et par uger, så kommer vi med en avanceret tilpasnings kursus i forhold til, hvis du skal ind og rode i konfigurationsfilen på scanneren og for eksempel bygge en ny funktion til, så det frigiver vi her om et par uger.

22:36 Informant

Ja, som en video, for i har en skreven på dem i hvert fald kan jeg huske.

22:41 Interviewer

Det har vi, men er det noget du tænker, der kan være brugbart? Noget der ligesom viser, hvordan man kan for eksempel bygge en ny funktion på scanneren.

22:52 Informant

Det ville være godt at få udbygget det. Det kan i hvert fald huske at jeg bøvlede med, da jeg skulle lave det de første par gange. Lige at komme rundt i det, og det kan også godt være, at jeres dokumentation trænger til et lille refresh på hvordan at man rent faktisk gør. Det er et stykke tid siden jeg lige har været inde at kigge på den. Det er i hvert fald, så man får alle parametre med, nogle forskellige eksempler. Jeg kan ikke huske om der ligger en god forklaring af hvordan man skal kontakte jer i forbindelse med når man nu laver en rettelse i applikationsfilen og få dem skubbet ud de rigtige steder.

23:37 Interviewer

Det kommer også til at være en del af det kursus der, hvordan den proces den foregår. Jamen det er fint, godt at høre. Så er vi egentlig også ved at ved at overveje om vi skulle lave noget certificering i forhold til Tasklet. Det vil nok involvere nogle kurser og at komme herud og deltage i noget QA session, eller online, så altså sørge for at i ved hvad Tasklet er og så få en eller anden form for certificering, som i også kan vise rundt omkring. Om det ville være godt for dig?

24:14 Informant

Det tror jeg mere er noget for konsulenter. Certificeringer, det er fint. Hvis jeg skal tage dem, så tager jeg dem ellers så gør jeg ikke. Jeg har ikke det kæmpe store behov for dem. Det tror jeg, vi har andre der har en anden holdning til.

24:40 Interviewer

Jeg tænker lidt mere generelt spørgsmål, det har ikke så meget med Tasklet at gøre, men det er mere hvis du støder ind i en problemstilling, du har brug for at lære noget nyt. Der er et eller andet hul, et problem du skal løse og du ikke lige ved. Hvordan søger du så din viden om det typisk?

24:58 Informant

Vi sidder en udvikler gruppe på seks mennesker i Skanderborg bare. Det er bare at kaste en bold op og så spiller vi hinanden gode der. Det eller så bare Google, at finde et eller andet der. Men vi plejer at bruge hinanden først og fremmest på kontoret og så Teams hvis det er at man har et eller andet til udvikler gruppen og spørge om der er nogen der har noget godt. Ellers så er der den der Business Central Discord, den plejer også at være rigtig stærk at tage fat i.

25:38 Interviewer

Det var der du sagde at der blev stillet nogle spørgsmål om Tasklet, lidt spørgsmål frem og tilbage en gang imellem.

25:44 Informant

Nogle gange gør der i hvert fald.

25:47 Interviewer

Okay, det er godt lige at vide. Er det en officiel Discord server, altså eget Microsoft eller er det?

25:53 Informant

Nej, den er drevet af Jeremy Vyska. Så det er MVP styret, men det er fri leg, mere eller mindre.

26:11 Interviewer

Ja, så søger efter, for der er jo typisk altid nogen der har et eller andet problem lignende, så er det Google man tyr til.

26:21 Informant

Ja.

26:23 Interviewer

Sådan er det jo også med vores egen udvikling her i huset.

26:29 Informant

Eller søge i hvad Microsoft har lavet før, dem vil vi også gerne låne fra.

26:36 Interviewer

Glimrende. Jeg tror vi er ved at være hele vejen rundt. Det tror jeg, medmindre der er et eller andet du sidder brænder inde med, som vi ikke har spurgt om.

26:50 Informant

Nej, det er ikke det.

26:52 Interviewer

Der er ikke noget i forhold til den onboarding du har fået eller generelt fra Tasklet og både ved 9altitudes eller RelateIT. Der har måske ikke været et behov for så meget her, men er der noget du har savnet for os? Man kan sige, du er blevet guidet lidt mere ind i løsningen fra vores side eller hvordan?

27:17 Informant

Nej, det synes jeg egentlig ikke. Det er fint til rådighed, det jeg havde behov for.

27:27 Interviewer

Yes, men tusind tak for at du deltager. Tak for din tid. Rigtig spændende at høre.

27:35 Informant

Jamen god dag.

27:38 Interviewer

Tak og i lige måde.

9.1.4 Interview 4 - Informant 1

0:02 Interviewer

We will use it to improve Tasklet University and I will use it in my semester report about Tasklet. If there's anything you want to keep confidential, you can just say it and we will not include that. So, can you introduce yourself?

00:34 Informant

I'm [NAME], I'm a consultant at a Microsoft partner company, which integrates Business Central and also Dynamic Sales 365 It's my second partner. I've been working for less than two years in Symelia, I've been a consultant for I think two years and a half. I don't remember exactly, but more or less. Previously I was not a consultant at all. I was working for several companies directly at the final customer, implementing some ERP. First it was the SAP for ten years or so. Being in some functional position. For example, I was in charge of the warehouses for some retailer, we call it Brico Depot in France. It's one of the biggest retailers for the DIY market. I was in charge of the warehouse. They had the inventory part. So, I was really involved in the logistic features of the ERP, also being in charge of the stock intake itself. Then I've been working for other companies, also in the industrial sector. After that I implemented, Navision in a working company, which is a French industrial company working with plastic injection. And we implemented Navision in Romania and Russia and one of the subsidiaries in UK already had Navision and they were using Tasklet. I don't remember the partners they had; it was something like Roxette. I don't remember the one, but they implemented it. I think it was in 2013 or 2011. So, it was them who said, we are using Tasklet, it's a really good Mobile WMS application. And we looked at it and we said yeah, we will also put this in the other subsidiaries in Russia and Romania. So, in Romania I think it's not started, because they wanted to couple the implementation of Tasklet

with a new factory and there are some problems, but it was always the target to put Tasklet in this new factory. And in Russia we implemented it. So, I discovered that actually Tasklet is really good during this implementation. I really liked it, because in Russia, the warehouse workers were sometimes not able to write or read. They were not able to understand lots of things. When it's written somewhere about the devices, it was really complicated. But Tasklet was useful because of the little pictures. And we reduced the number of pictures of course, to avoid mistakes. It was easier to explain, look at this, because it's just something like a tick. So, very easy to implement. "Easy", I would not say this, but it was easier to implement because of very little text. It's like some smartphone application. Previously I also implemented it in a warehouse, when I was in my previous integrator. I implemented an app, but it was a specific app that my company had created, some extension kind of like Tasklet. But it was not at all. An app to make the pick, to put away, the receipt and the shipment directly from some scanners, some mobile devices. And it was not fixed at all. It had lots of text. Always you had to read everything. You could not add some pictures or things like this. So in this company I said OK, instead of creating our own extension to use a scanner, maybe we should take an app like Tasklet, that I know. It's really good to use and to implement and operators really enjoy using it and they had said no, we have been working on this extension for six months and we have to finish it. So, I think it took one year to create it and, in the end, I was not liking it. Too much text, it was like Business Central just in another way, it was not the Business Central app, but we had more or less this. For me it was not what I like in Tasklet. It's like if you have taken an app from the smartphone or something, really easy to use and then said we want this and how we will integrate with Business Central and not saying we should put Business Central. So, it's my feeling that it was not created like Business Central but from directly the customer and the user requirements and where you're using it.

7:03 Interviewer

How were you taught about Tasklet Mobile WMS?

7:17 Informant

I learned about the Mobile WMS because this subsidiary in the UK were using it previously. So, in this group company, we were saying OK, we will have to put some ERP in our subsidiaries. So, in Russia, they had several countries, Russia, Romania, South Africa, China. And they asked what the ERP will be, it will be Business Central, because the UK subsidiary is using NAV and they're really happy with it. And when I've been there to know what they use it for. For the warehouse, we are using Tasklet and I think it was in 2016 with Navision, it was already really easy to use. So, I'm not sure we have compared with any other application because the subsidiaries were saying it's OK, it's good to use and it was enough for us, they are happy and doing the same thing as what they're doing in Russia and Romania, it would be OK for them. So yeah, you are not in competition with others. Since this date and since I'm in an integrator company. I've been looking also, I'm sorry, but I also looked at other extensions like Inside Works for example, but it's not for me. I don't know if it's the right word, but it's

not sexy like Tasklet is. It's about the pictures. I don't know.

8:54 Interviewer

That's good to hear. What about the Tasklet University?

8:59 Informant

Yeah, about the Tasklet University. I think I discovered it when I arrived here in Symelia two years ago and I started to say to customer, do you want to have an app? It's when I created my account. I discovered there was the University. So, I started to watch some lessons. I saw that some of them, I started in August 2022 and the lessons I have been following were very good. I like the fact that we can follow, for example, where we are, are there some that are ongoing. Sometimes it's passed and we know what we have seen and what we remain to do. I really like the screen, the page where we arrive with the little graph where we see where we are and we can see, OK, lots of things remain to be done. Because you are not the only extension I'm implementing. I don't know if it's really missing, but I'm sure that lots of people are telling you, "I'm not looking in it because, I don't have the time". Finally, you are thinking it will be easy. When I use it, I will understand what I should do. It would let me save time, which is not true at all, I think. But for some other extensions, we have these kinds of lessons and in the end, you are satisfied. You have the certification saying this person has been trained and has a good result when we check if she has understood. For example, I'm now making the certification for the second time on Netronic. I don't know if you know this extension Netronic, about the Visual Advanced Production Scheduler, it's an extension showing graphics on accounts, the prediction orders. It's the same thing because I've followed the lesson in my previous company, an integrator. Because if I'm not certified, I cannot put the extension on the customers. And now the issue is, I have to do it again because it's for the consultants and company. I had it in my previous company, so now I have to do it again. But it's mandatory. I have a go live in a couple of months where we'll implement our service extension, the Visual Advanced Production Scheduler, and I have to get the certification because I cannot activate the licence without it. It's really complicated to get it; you really have to follow because in the end, the questions are very precise. I think it's about 9 hours to follow all the lessons and you really have to do it, because if you are not following all these lessons, at the end you don't have your certification. I remember one of my colleagues used to, in the previous company, he used this extension, being just a user and it was maybe 10 years ago, because extension is quite old. He said no, I don't have to follow the lesson because of course I know how to use it. But there are so many settings. It's true that with Tasklet it's not the case, but there is a bigger number of settings and you had to know what the different configurations are, that you can have. In the end, he didn't get the certification because the questions were very complicated. In this case it's mandatory, you have to follow it. But Photo Sketch is not mandatory actually, you can just be a consultant. I know how to use it and you don't need it. But I think it's the only way to force the people to follow the lesson and, in the end, it can help to sell the product because when you know all the ways it can be used, and you are not

answering your customer “I don’t know if it’s possible. I don’t know. I don’t know how it works.” It’s easier to set up when you arrive in a demo, and you know how to use the product and you can answer all the questions. Not saying, I don’t know, I don’t know, I don’t know, which is a very much not a good answer. It’s just an idea. I’m not sure that all would be happy to hear it. But for me, for the consultants, it’s a very big challenge to improve the knowledge of the product we are selling. Not only Business Central, but also the extension, because you cannot sell the extension or the product if you don’t know how it works. Yesterday I had some exchanges with a customer, who started with another integrator, a competitor, a couple of months ago and when they had made the tender, we had no time. We are very full and it’s true that we answered the tender, but when we had to go to the interview to show we are the best, we could not actually. We were working day and night, and it was not possible to get another customer. So, we left the customer and as it shows, of course, they contacted another one and they are not coming back, because they said the consultant we are talking with doesn’t know the product. We have some questions and every time they don’t know. It was not Tasklet, it was about Business Central, but for me the knowledge is very important. I have a colleague who has been a consultant for a long time and she’s always saying, the one who is selling the product is not just the consultant, because you are not buying only an ERP, but also somebody who will answer the questions and will make you confident about the ERP. Because all our customers are not implementing a new app every day. They don’t know how to do it and they need to be confident in their consultant, in their team that is with them. For me, it’s the same for Tasklet, we should be better at knowing the product. We have the chance with my colleague, who has worked a little with it. So, we are really convinced. For me it’s really important to be convinced and each time I’m really convinced about the product. When we have some questions, to be able to answer for the customer and for the future customer. So, maybe putting a part of the lessons as mandatory to activate. I don’t know, it’s an idea. But it would help. I don’t if you already think about it.

16:13 Interviewer

Yes, actually yes. We have thought about it before actually, but also when we did this survey earlier this year, not only you, but I think what other people also talked about, is a certification. So, it is something that we will be working on in 2024, but we’ve been busy building the content first and then I think the next step will be adding some sort of a certification. You could get a certificate when you’ve completed courses.

16:45 Informant

Because for me it can help. Of course, some of the consultants would say “no, before it was not mandatory.” But if one of our consultants has presented Tasklet, saying some bullets, saying I don’t know, I don’t know, and you are just coming to them, to the future customers saying the script is good. Yeah, I don’t know. We were not really convinced with somebody else talking about this and we are not convinced. It’s really hard after to say, of course it’s a good extension. It’s the same for Business Central

when we are in some tender, just coming after one who doesn't know the product. It's really complicated to explain. Yeah, it's a good choice of ERP. For me, it can help the ones that are really able to sell it and it will just avoid having some competitors not knowing the product. I think it could be welcome.

17:44 Interviewer

How have you been using the Tasklet University just in in general?

17:50 Informant

I don't know. It's a long time since I've been on it. I think the last time I've been on it was to help selling it for a demo. The technical training, I'm not sure I've finished it, I'm just looking at my result. I have not finished the technical training, I should, but it's two hours. But once again if it was mandatory of course I would have done it. The one I follow more, it's "Get Started with Mobile WMS" and I think each time I have a requirement, I will go on Tasklet University. Of course, there is someone talking about this and to get started is really clear, it's when you are starting, it's giving you some answers. So, this one I followed. The MobiControl was required. It's just about 7 minutes, but it helps. And some of them I have translated. I think it's the MobiControl one, to explain to my colleague how it works. The MobiControl part, in case we would have to implement it for others. It's mainly when I need something. It's the installation. I should, but I'm not doing it.

19:19 Interviewer

There's always something else to do

19:21 Informant

We have several go lives in the beginning of the year. We are at the end of the training, many things we are finishing, the training. We are between two projects, just before the go live and where everything is OK, and we just have to wait for the right day and the new project starting next year. And for me it's a good time to get the certification, to do the training. This month and in December I have several training days planned and that's good, we will be part of them. Because my customer is starting in the beginning of January will have some questions. I need to be ready to answer and not this time on the installation, but also on the usage. The previous customer we have. The name is Eglantine and sells wedding dresses and produces wedding dresses. And this customer is just one user, and the process is really simple, and they are using Tasklet in a very simple way and just one user. She's not looking at so many things, but the one we are starting in January, they will have questions. They are many more than one, I don't remember, but I think it's seven or eight just for the beginning. They are searching for some things, and we cannot tell them, just click on this and it will be OK. They will have questions. Until now they had lots of questions, so I have to be able to answer the questions. I will use the free time I have in December to improve my knowledge.

21:30 Interviewer

With the things you have seen, does that cover what you need or is there something missing?

21:33 Informant

No, not for me. It's really precise, you have detailed everything. The detail level is really interesting. Because sometimes I'm thinking, for example installation, why is he not talking about this stage, but actually it's because it comes afterwards. And actually, you give lots of details. When you know you are going really quick on some details, and you realise that you have thought about the people that are really doing it for the first time. So, detailing everything, for me, the detail level is really one of the strengths of the videos. And also, to sell the product, for example, as I remember the video Pack and Ship where the way you are presenting is clear. And also, it gives, I don't know the word, but you want to use it. It would be good for the French market, but I already said it a couple of weeks ago in Lyon, that it should be in a French also.

22:54 Interviewer

I was just about to ask you about the language barrier. If it is a problem that that some content is not in French?

23:02 Informant

For me it's OK. But for example, I have one colleague who has made lots of development on Tasklet, because the customer we are starting in January. They ask for lots of development of Tasklet directly. He did not know Tasklet. So, I told him maybe you should go on Tasklet University, watch the video, but he does not speak English. It's not possible for him and some others. And for customers, I just have to forget this because many of our customers do not speak English at all, at all, at all, just "hello, my name is." So, for me the language, because I don't know, the goal here is just to explain to the consultants. But sometimes when you can explain also to some customers, look at this video, it shows, because sometimes it's easier to show the video than implementing it and making the test. And I remember for the extension, sometimes I'm showing the video, saying look. For Pack and Ship for example it could be useful. So, I said I will make my own video, which is ongoing. But we cannot show to anybody and even for the consultant, because the English language level in France is just awful. My level, which is not really good, is good for lots of people. But really not at all.

24:41 Interviewer

It is.

24:42 Informant

Thank you.

24:46 Interviewer

Hopefully AI can help us with the translation. So, it will be easier in the future maybe, but we know

that in some countries that there is a language barrier.

25:02 Informant

In Russia for example, lots of translations were done, because in Russia nobody speaks English. I think in Russia only 10% of the population is talking English. 10% is even if you know just “hello my name is somebody”. I remember to have been in a hotel between Moscow and Beijing. So, in the middle of the road between China and Moscow, there was a hotel. So, it’s a big road for the country lots of international flows and the girl who was managing the hotel, the only one in the perimeter of I don’t know 50 or 100 kilometres was not speaking English at all. Just to explain the breakfast you had to translate with Russian. So, of course Russia is not the country that you should go to market now. But just in France it’s not this level, but it’s a really big barrier when we implement it. Saying I’m sorry, it’s just in English. Of course, the app is in French, which is good even if there are some mistakes. But no, it is. It’s good. It’s the first step because there’s some other extensions that we have a to translate every time. It’s a big load because we have to. It’s complicated to say your customer, yeah, this app is wonderful. Yes, it’s in English, but if you want, we can translate it. But it would be a big cost, it’s one day or two more and they do not understand that we are offering an extension which is not translated. So, this is OK, but for the Tasklet University, I am mainly thinking about the consultant. In my previous company I was also working with a consultant that never worked in English and never spoke English. So, it is very complicated for them to look at a video of two hours. You cannot. Even if you are translating or trying to translate, it’s not working like it should. I don’t know if France is your target market, but it is mandatory to translate something when you want to go to France. Sorry about that.

28:25 Interviewer

We are trying to investigate how you learn the best way possible, is it watching or reading or hands on if you have, working with the material.

28:47 Informant

Watching is the best one. Your app is really visual. So, for me, the videos are the best way and the way that you are doing it, because often you are mixing, I think it’s the case for installation, you are mixing the video part. Something live, like click on this, click on this and slide one. Just some text and for me the mix is good, but just watching. I think you cannot be really concentrated on a video for two hours, it’s not possible. So, it’s my feeling that it’s good to alternate and we are also doing this with our customer. Also, if we could manipulate, do this, do this, do this. Which is not really easy with some videos because you are looking, and you are thinking, OK I will do this, but you are not manipulating. Because if you are manipulating. If you do not have the time, of course, you could stop and do it. But for me, manipulating is a good way to remember once I have done something. I remember it during six months. The other training, I’m going to get this certification with our Netronic extension. It’s

interesting because in the beginning of the training, the guy is saying it's not magic. If you are not working, you won't learn. If you are not doing your homework, you won't learn. So, you have to do it, because you will not have the skills if you are not manipulating. And the way he is saying it, it's like if you were somebody who has done something wrong. You must do your homework, it's not magic. You will have to do it. It's an interesting way and maybe this part is not, but it's always the same for me. If you say, you should manipulate when I'm doing, and in the end, there is no certification. There is no target. There is no goal. People are lazy, and will say, I will just listen and watch and after that, of course I will be able to do it. But you don't have the feeling that in the end of the lessons you will have to know. We just look, when I will have time, probably I will remember something. And it's the main goal of my effort. But for me the certification is helping you not to be too lazy and manipulating and trying to be skilled. When I'm training some users, I'm always saying in the end, if you are not able to do it, we will be together for three hours. Within one hour I will give you the screen, you will share your screen and you will manipulate. So, it's in the first lesson. I said it as if at the end of this and you are not able to do it, we just lose time, and so you have to be able to be autonomous and everything and for the next lesson. Of course, I'm not sharing my screen anymore, you just have to manipulate. Sometimes they say no, I prefer to watch and take some notes. I said everything is recorded. If you want to take some notes, you will do it after watching the video again. But you have to manipulate. Because it helps me to understand if you have understood when I'm talking about this field or this button, what I'm talking about. Because when you are doing, you are going faster, and manipulating could be a good idea to help. But once again, if there is nothing at the end, no aim, people are lazy, I'm lazy.

32:59 Interviewer

On the University platform, we have these news updates, when there's a new release there's a little news update that's sent out.

33:18 Informant

It's true that this one I'm not opening. I should but you are making some redesign, I've never watched them to be honest. Because, you are also sending an e-mail saying there is a release and so each time, I'm keeping it in my inbox thinking, when I have time, I will have to go look. And in the end when I see that for six months, I've been compiling all the e-mails not looking at them and thinking no I don't have that time now.

33:55 Interviewer

Well, I think that's OK because we just see it as a service. Because when we have a new release, we will send out an e-mail to you partners and you can open it, if it's relevant. Because we know also every release from us is not relevant for you, but maybe if we have a new feature, we will do something more. We will have a webinar and all that, but some of the releases are maybe a couple of bug fixes and small

improvements. But it's a service and its sort of a technical release note that we send out. They are quite short.

34:39 Informant

I will try to open one. It's in the news of Tasklet University. For example, the one new release, get it from AppSource. Online validation, workflow can be configured on min step that validated backward. Yeah, probably it's because it's technical. Online validation, workflow can be configured to call the standard online validation. It's about some developers who would like to do something, because it's about configuration. I don't know if my colleague is looking and then as it supports for changing from bin to bin on movement. So, it's about support. I opened it because I remember having seen Finnish translations. So, probably I don't remember to have looked at them, but I did it because when I see Finnish, I was thinking finished, it was not done. Real time registration, page edit, so it's possible to view the resolution in Business Central. Online warehouse activity. I don't see what's different from before. We could just see the activity lines. But for example this one, Pack and Ship is implemented in Mobile WMS. So, I saw this. Do you mean that it's now integrated in the standard main licence or is it still an option? Because I know Pack and Ship was already implemented in Mobile WMS, but it was an option, no?

36:55 Interviewer

I cannot remember with the licence part, but when we released Pack and Ship, I can't remember, last year or a year ago or something, it was made as an extension to our extension. But now we've just integrated it in the main extension.

37:19 Informant

So, it's just technical. Because it's not changing our customers that have not taken the option. We won't have Pack and Ship. They have not taken the option. Egloian Creation, the one with the wedding dresses, they have not taken the Pack and Ship option. Now it's integrated in the main extension. Does it mean that they will be able to use it, because for me, we had to pay for this extension Pack and Ship. So, now it is integrated, is it still the same cost system?

38:01 Interviewer

Well, I think I would have to ask some of our consultants or salespeople. I'm not completely sure of the answer, that I'll have to ask some of the salespeople, they know all about that.

38:17 Informant

Because I remember this question, I was thinking about this when I saw it is implemented. I was thinking, is it included now or not? But no, it is probably just technical.

38:29 Interviewer

Yeah, I think it's a technical thing that is included in the main extension. But I can ask some of the salespeople, they know the answer to the licencing stuff and all that.

38:39 Informant

When they have some questions about the news, do you think it's possible to send an e-mail to somebody saying, I haven't understood. Just a ticket?

38:47 Interviewer

Yeah, just a ticket. I know that you can ask your partner manager. I don't know if you can remember who your contact person is here.

39:07 Informant

Claus Norwell. Because it's true. So, I read the email, I just had some questions and after that I didn't ask the questions to anybody. So, I've opened it. It doesn't change my life.

39:35 Interviewer

Have you used the resources section, also the marketing materials?

39:45 Informant

Marketing no. But some part, I just want to check what is inside because as we met the extension, we had to download some things. So yes, it's in resources, guides and objects. I think we used this, just to make some change, because of this customer making some potatoes. We had to change many things on Mobile WMS. But it's just taking this and then marketing material I think I've already been doing this. I remember to have inserted some screenshots in our presentation to answer some tender. When there is some code of tender, we are sometimes putting screenshots of the demo. And in the beginning, I had taken this because when we started to sell Tasklet for the first time, we had not Tasklet, we had no scanners, and we could not have a licence because we were not already selling licences. So, the first time I saw the customer with wedding dresses, I had to convince them without any screen in French. So, I just added some screenshots. Now when we are doing some demos, I can show our own scanner with our own Tasklet in French and show what we can do with it. But the first one, I remember to have taken some screenshots. Share friendly, could be interesting to explain. Look at what it's doing. But for us it's the same, the fact it's not in French. We cannot share anything with our customer. I think the best way to sell it is to show it works. I'm going out to the demo with my scanner and saying, look I'm sharing my screen with MobiControl. And the last time I've been, some customer told me, we already have a MobiControl. It's not a customer it's a lead, an opportunity we could have. And they said, is it possible to put your devices in our own MobiControl? And I was thinking I don't know. Once again maybe it's in Tasklet University. Is it possible to use the MobiControl of a customer if they already have one. Instead of creating the MobiController of Tasklet? I don't know.

42:40 Interviewer

Well, actually I don't know either. We don't have the answer there. I think that's maybe some licencing issues, I don't know. We have also been considering making a Tasklet forum, where partners can talk about Tasklet and ask questions, share experiences. Would that be interesting for you?

43:11 Informant

No, because when I want some advice, I prefer to ask you. And then to share the experience, I don't know. Yeah, it's true that there is no website where we can ask for advice, but you are always available when we have some questions, and you know the device it like some super user. You know everything about your extension and how to use it and more things even. So, for me, it's not a requirement. But maybe some others would. I'm not speaking for the others, just for me.

44:03 Interviewer

I forgot to ask one thing if we can use your name, or you'd like to remain anonymous.

44:12 Informant

Yeah, I prefer to remain anonymous. I don't want to see my name on the Internet. I don't have any LinkedIn account for many reasons. I don't want to see my name on the Internet here.

44:26 Interviewer

Then we won't. I don't think I have any more questions.

44:38 Informant

Thank you. I promise I will finish the lesson.

44:50 Interviewer

But is there anything, when we're talking to you, when working with us, Tasklet in general, is there anything you're missing? Some knowledge, some information? Materials, other than French materials?

45:11 Informant

No. Honestly, no. I'm not missing anything, honestly. But I have to finish the training, before anything it's missing. Maybe you will tell me it's on it. But just to give some, so I'm in front of customer and he's telling me why I should use Tasklet instead of Inside Works or the Business Central application. So, every time I'm answering from my heart. Saying it's the same as I started with. It's really easy, sexy, everything. But are there some points you think could be interesting to show, to explain, to tell? Just saying for example, it's updating, it's upgrading, something that is different from the other. If for example one future customer is saying, we would like Inside Works. How to say, but Inside Works is like this instead of. I've just looked at Inside Works, so I could answer. But sometimes, for example, I remember one customer was saying, I don't see why I should take this if Business Central

is getting its own app. And at this time, I was saying, but you cannot scan it. So, you have to make some development to be able to do this. It's not easy to use. But they were not understanding why they should pay more for an extension. So maybe some advice to be able to sell it better. I'm not a commercial person. But when I get asked this question, I have the feeling that my knowledge of the product is not enough. Maybe some other advice, I don't know, just saying that Tasklet Factory has existed for 10 years, 20 years, I don't know. Just selling, not only the device and the usage, but what is around the company, the support. The support I'm telling every time, I'm saying it, you know when we have some issues, they are really quick to answer and something like this. It's just an idea to sell it better. Some marketing advice, because there are some marketing resources. I told you, I took some screenshots, but a video saying, if you were in front of the customer.

48:29 Interviewer

It's definitely, I can understand it. It would be a great idea. It could just be a slide with what separates us from the competitors maybe.

48:46 Informant

I don't know it's just an idea. Because it's complicated when you have never used it. When I looked at Inside Works, I was thinking it's free. So free is better than, no, It's not better of course. But some customer would say, why should I pay when some parts are free. Just explaining what your advantage is.

49:12 Interviewer

We have to take note of that. Good idea. Thank you very much. Well, thank you for your time.

49:23 Informant

I will send you an e-mail saying I finished all the lessons.

49:28 Interviewer

That's great. Then we'll create a certificate for you.

49:32 Informant

Yeah, not just for me also for the others, to eliminate the competitors that don't know.

49:37 Interviewer

I think we will try and work on some sort of automated process. When you finished what you have to finish, you will be able to get some sort of certificate. But we will definitely look into that in the next year.

49:53 Informant

You should look at the Netronic certification. For me the certification is. I have not told you, but it would be wonderful if we were not paying for me, and for the others I don't care. But it should be free, because for Netronic, it's €1900 to get the certification. The company is paying once for eight consultants. If the company wants to be certified, we have to pay €1900 and then eight of us can pass the certification. It's in English. All of us won't pass the exam. But just to tell you that even if there is a cost. Some people are OK to pay, when it's mandatory to implement the extension. But it depends also on what are your competitors are doing. I guess that it's not only this. If it's free, for example, if you have something blocking.

51:05 Interviewer

Great to hear. Interesting. Well, thank you very much for your time.

51:13 Informant

Yeah. Have a good day.

9.1.5 Interview 5 - Karsten 2

0:04 Interviewer

Så optager det, og jeg vil skrive mit speciale sammen med Tasklet og jeg var i praktik sidste semester og nu er i så blevet studentermedhjælper og.

0:05 Informant

Fedt.

0:09 Interviewer

Vi er ved at arbejde på en certificering på eLearning platformen platformen.

0:15 Informant

Det er en rigtig god ide

0:16 Interviewer

Ja og det er også bare en super fed mulighed for mig at kunne fokusere på den. Og dertil, så skal vi kunne svare på spørgsmålet, hvad er det partnerne de skal vide? Og så er mit forskningsspørgsmål så hvad skal man vide for at være en Tasklet partner for at kunne udføre sin rolle og hvordan kan man så lave en test der kan garantere den viden. Det er spændende problemstilling fordi det både er Mobile WMS og generelt ERP systemer og specifict ERP systemer til warehousing og så også logistik generelt, man skal kunne på samme tid. Så jeg vil rigtig gerne have dit perspektiv på det store spørgsmål, hvad skal man vide for at være Tasklet partner og udføre sin rolle?

1:11 Informant

Ja, men det er da et ganske beskedent spørgsmål. Men lad mig starte et helt andet sted, eller det er så ikke et andet sted. Men det er vigtigt er at man har en helt grundlæggende forståelse for hvad WMS egentlig er for noget og hvor stor en betydning det egentlig har for en virksomhed.

Der er så interessant ved warehouses, og det er jo egentlig at det er dem i de blå kitler, der bare render rundt på gulvet og de laver stort set ikke noget, som har nogen som helst betydning for virksomheden, og de er ikke særlig vigtige. Indtil de ligesom lægger sig syge, eller filmen knækker, så finder man ud af det. Det som jeg synes er så vigtigt det er, at lageret, at det er vigtigt, at man forstår, at lageret er omdrejningspunktet i virksomheden.

Altså uden det så falder hele lortet fra hinanden, så man skal have den der helt grundlæggende forståelse og respekt for at lager/warehouse egentlig er en voldsom svær disciplin. Og ikke bare noget, som er venstrehåndsarbejde. Det er det ikke. Men det kræver så også, at man har en mod til at gå ind i det og så sige jamen hvor stor er værdien? Altså jeg har igennem min tid lavet rigtig mange Cost-benefit analyser på lager, og det viser sig alle steder, hvor jeg har lavet det. Der er der typisk en personalereduktion på 25% og at der er en tilbagebetalingstid på sådan nogle systemer på under et år. Det er rigtig, rigtig voldsomt. det kræver så også, at du har den her forståelse for hvad er det for nogle elementer? Hvad er det for nogle processer, som man ligesom går igennem og hvad er det for nogle ting man ligesom skal påpege? Så når man taler om den her certificering, så tror jeg på at det er vigtigt, at man ligesom får den her del med. Hvad pokker er det for noget med et lager og som er så skide vigtigt? Hvad er det for nogle fokuspunkter? Hvor er det man ligesom skal have have kigget ind på det? Og hvad er det for nogle argumenter du skal have med for at du kan være den der leverer det budskab over for, tit en sælger eller noget andet, som ikke har en skid forstand på det heller, altså virkelig virkelig ikke. Det er det altså, så det tror jeg kunne være en god ide, også have det her niveau med på den her certificering over for sælgerne. Det er ikke kun os som konsulenter, det er altså i lige så høj grad sælgerne der skal certificeres. Det ligesom kan gå ind i det, og det tror jeg også nok også Nima han vil give mig ret i. Altså at det er et af de der punkter, hvor sælgerne tit er meget, meget svage.

4:36 Interviewer

Det er en hel kæde, der skal hænge sammen.

4:37 Informant

Ja det er det nemlig og kunne lave en ordentlig ROI analyse på det. Det er altså guld værd og skulle man komme dertil, så er jeg da villig til at dele den ROI som jeg har. Det er så kun et regneark i virkeligheden, sådan man kan beregne hvordan det koster og sådan nogle ting.

Men der er altså en masse elementer som man kan gå ind i og jeg kunne holde et foredrag om Lean på lageret. Men det er det her med hvor langt er det man går fra. Altså hvordan får du optimeret dit lager bedst og jeg kunne blive ved. Det er jo det som jeg synes er så skide vigtigt det er at man får den her grundlæggende forståelse af at at lager ikke bare er lager.

Og det gælder altså også os som konsulenter. Altså det er ikke bare at hælde en en Tasklet ned og så lave nogle placeringer, så bumser kører det altså ej.

5:40 Interviewer

Ja, ikke bare de har en masse ting. Det er det er mange, mange ting der skal hænge sammen i en lokation.

5:45 Informant

Ja lige præcis.

5:48 Interviewer

Og så hænge sammen på den bedste mulige måde.

5:50 Informant

Ja, så skal du så samtidig have forståelsen af dit ERP system. Hvad er det dit ERP system ligesom giver af tilbud og hvad er det for nogle muligheder det giver? Nu er det BC der er det område som som jeg sidder med.

Der er der 6 forskellige måder at sætte lageret op på. Og de der 6 forskellige måder at sætte laget op på, det skal man kende. Altså man skal kende fra at man slet ikke gøre noget til at man får det helt simple lager og så til man kører over i den helt avancerede warehouse management system. Og det er jo lige så vigtigt at man kan rådgive og det er lige så vigtigt for Tasklet, og så tænker jeg at man ligesom har den der indgående forståelse af, at det behøver ikke at være den her avancerede opsætning af lageret hver gang. Nogle gange er det, og for Tasklet kan det være fuldstændig ligegyldigt, de sælger det samme, men de får måske nogle mere tilfredse kunder. Og man kan altid udvide opad. Man kan ikke nedgradere. Så når du først har lavet warehouse management på den helt høje klinge og sat alle flueben til bum, så hænger du på den. Og så kan du ikke lave det om, men du kan godt udvide det, hvis det skulle vise sig nedefra. Så det synes jeg er et element som er vigtigt. Det er at man får givet den der grundlæggende forståelse af at der er mange forskellige måder at sætte det op på. Og at der er brug for en, også fra Tasklets side, sådan en guide i altså det er sådan man gør det. Det tror jeg kunne være et spændende element i den her certificering, at man egentlig lærer det her med at sætte dem op efter de her forskellige. Altså det det findes jo allerede inde i, når du laver sådan en standard BC installation, sådan en test installation, så er der 6 forskellige opsætninger af lageret. Som allerede er forberedt, så dem kunne man jo passende bruge og så sige, okay, det er dem vi tog udgangspunkt i, og så ville det være forholdsvis let at komme i gang med det. Så det tænker jeg også kunne være nyttigt ikke.

8:03 Interviewer

Ja. Ja det er jo helt centralt, og det er også det der gør det spændende at undersøge, at Tasklet kan jo for

den sags skyld være ansvarlig for undervise i Mobile WMS. Men hvis parterne er dårlige til BC eller partnerne er dårlige til logistik, så har det kæmpe stor indflydelse på os. Det er lidt af et dilemma med at vi har ikke ansvaret for at undervise dem i det. Men det har vi så egentlig stadigvæk lidt.

8:35 Informant

Ja man har sådan det vigtigste at opdrage dem i det. Jeg tror også at det her med en certificering kunne være en god ide, sådan at du skal være certificeret før du ligesom kan blive en Tasklet partner. Så de der ligesom er ude de ved at folk har de fornødne kvalifikationer og de nødvendige kompetencer til at kunne håndtere det her, både på det der almen lager WMS tekniske niveau. Og så også på Tasklet niveauet. Altså fordi det er så vigtigt.

9:08 Interviewer

For den her certificering, der fokuserer vi på det tekniske for BC og og det er så for implementér og developer. Men der er også planer for for for både for AX og for commercial. Vi tager den én af gangen.

9:31 Informant

Men BC er vel også langt det største ikke så.

9:34 Interviewer

Ja det er det. Det er den der bliver brugt allermest og langt det største. Det er også den vigtigste at få det sat på.

9:39 Informant

Ja.

9:47 Interviewer

Hvad er det man så skal specifikt vide som som en implementér af BC og Mobile WMS?

9:56 Informant

Jamen altså du skal jo have den der indgående kendskab til, for det første hvad BC kan. Det må man forvente. Men altså netop også de her 6 forskellige måder at sætte lageret op på. Altså det er kundens behov det der altså, lad mig lige starte et andet sted.

Design på et lager, der er mange, der sidder og siger, så skal du bare have sådan nogle ting og så kommer de ud med det. Så viser det sig, at hylderne står fuldstændig skævt, og der er ikke nogen gange og og så det hele, det bliver bare noget lort. Så selve det der med lager design. Altså, hvordan er det egentlig indrettet? Hvordan er det, det fungerer? Hvordan er det sådan nogle pluk gange for eksempel skal være? Skal du køre fra A til B eller på kryds og tværs eller altså alt sådan nogle grundlæggende ting på, hvordan skal et godt, funktionelt, effektivt lager egentlig hvad indrettet?

10:55 Interviewer

Ja.

10:55 Informant

Kan trucken køre til venstre eller til højre, altså alle de der pluk ruter. Det synes jeg er et element som skal være med. Det er vigtigt at du har det der grundlæggende, inden du kaster dig ud i noget som helst med BC og noget som helst med hvilke enheder de skal bruge. Det er, at du har et indgående kendskab til, hvordan er designet på det her lager?

Sådan så du ved hvordan du skal rådgive dem, fordi det har noget at gøre med pluk ruter og stregkoder på vangerne, hvem skal lave det, hvordan skal de laves, hvordan skal de se ud? Også sådan så du får dem lavet i, så de er i overensstemmelse med SKL. Altså at du ikke bare laver sådan 1 2 3 4 5, så skal det nok komme til at passe og så kommer du til 11 og så vælter hele lortet ikke og så det er sådan nogle småting, nogle små bitte detaljer, men som er vigtige for for succesen af sådan et et setup. Og når du så har det, så ud fra det så kan du så sige jamen okay så har du de her 6 niveauer, hvor skal vi starte og hvad kan vi ligesom starte op med. Ud fra det så finder du ud af hvilke nogle enheder og hvordan skal det være og så videre. Og derfra er det så at lave den opsætning i BC, som jo er meget simpel i virkeligheden. Der er jo næsten ikke noget tilbage vel? Altså det hele, det bliver stort set lagt ind med den standardinstallation som ligger fra fra Tasklets side. Så det er jo meget lidt der egentlig der skal gøres ikke. Så det er jo det er jo fedt.

12:46 Interviewer

Men man skal også vide hvad det er for nogle ting. Det er måske ikke helt vildt mange ting. Man skal stadigvæk vide hvad det er for nogle ting man så kan ændre og hvorfor man skulle ændre dem.

13:00 Informant

Ja det er jeg helt enig med dig i. Du skal have det indgående kendskab til det du har med at gøre. Det er vigtigt.

13:10 Interviewer

Hvor stor en rolle spiller erfaring i arbejdet som konsulent?

13:19 Informant

Kæmpe. Kæmpe, altså det er der slet ingen tvivl. Det er konsulenten, fordi udviklerne er er jo skide gode, men de får som regel bare deres input fra konsulenten, som siger det er sådan jeg gerne vil have det og den skal hænge sammen med det og det. Fordi det er jo konsulenten der langt henad vejen ved hvad det er for nogle, altså hvordan det skal fungere i hverdagen. Nogle gange, så sidder udviklerne med hovedet under armen og så bare udvikler noget som er skide fedt, men det kan bare ikke bruges. Så det er vigtigt at de får en ordentlig dokumentation på hvordan det skal udvikles.

14:02 Interviewer

Det er bare at give noget til en developer, kan du ikke gøre det her, uden at sige det sådan at det skal bruges det, det er derfor det skal bruges, det er dem der skal bruge det. Det er ikke bare en, kan du ikke lige skabe den her funktionalitet?

14:05 Informant

Ja, det er fra den her side at du skal kalde lige præcis det der element og så videre. Altså så det er rigtigt, sådan et et små teknisk design dokument, det er nødvendigt hvis man skal have success med det.

14:30 Interviewer

I forhold til de 6 niveauer, er det sådan hvis det er et meget lille firma, så har de det laveste niveau. Hvis det er et kæmpe stort firma, så er det det højeste niveau eller det?

14:46 Informant

Det behøver ikke at være tilfældet, det behøver ikke at være. Altså det kan godt være, at man i virkeligheden ikke har brug for nogen. Altså det er jo egentlig bygget på antallet af dokumenter, som du genererer inde i BC.

Så hvis du virkelig ikke har brug for det, hvis dit lager. Egentlig selv om det er en kæmpe virksomhed og du kun har 20 produkter. Så er det måske ikke den der store avancerede lagerstyring du har brug for, så er det måske et mere enkelt setup, og det kan jo også godt være at du har nogle lokationer, som ikke behøver den store. Man kan sagtens forestille sig, at store virksomheder som har forskellige lokationer. Som de her fysiske adskilte enheder, hvor som har lagret på, hvor nogle af dem kører med avanceret, og nogle kører med en helt simpel lagerstyring, så man kan sagtens forestille sig en kombination af det. Vi er i gang med et projekt oppe i Sverige, hvor vi netop har det her med, at der er et af dem, som kører med meget avancerede. Og så er der et andet, de kører med fuldstændig helt basalt simpelt. Hvor det egentlig er defineret på købs- og salgsordre, hvordan de skal håndteres, ikke? Så behøver det ikke at være mere kompliceret. Det er vigtigt at man har den der forståelse, at ikke alt skal være det samme.

16:16 Interviewer

Hvordan lærer man som konsulent omkring logistik og BC er det noget man kommer med fra uddannelse, eller er det også bare samlet op igennem erfaring?

16:34 Informant

Ja, de fleste har jo ikke ret meget erfaring med det. Jeg kender ikke nogen steder hvor man kan, jo kan gå på universitetet og få en uddannelse der, men de giver dig så ikke rigtig den der praktiske

forståelse, og så det er sådan noget sidemandsoplæring som regel. Og så mange års erfaring der gør at at du så får et indblik i den verden, ellers har du den ikke.

17:07 Interviewer

Ja, det er meget spændende med vidensområder man egentlig er nødt til at så finde ud af ved at finde ud af det. Du er nød til at gå ud og gøre det for at finde ud af hvordan du skal gøre det.

17:21 Informant

Ja. Med mindre, at virksomheder som Tasklet for eksempel tager den bold, og så indlægger det som et element i den der uddannelse som man så kan få, altså certificering.

17:36 Interviewer

Vi har et møde her om 2 uger tror jeg. Vi har ikke helt fået det planlagt i forhold til påsken. Men hvor vi lige får planlagt det hele, og der skal jeg nok lige få få taget de bedste pointer med fra dig og og giver dem videre. Men det er også meget svært. Sådan lidt et perspektiv af indenfor Tasklet. Hvad er det, man egentlig skal vide som Tasklet partner? Den viden har vi jo, men den er også bare spredt lidt rundt omkring. Der har ikke været en grund til at at lige sætte os sammen og og gøre det hele. Så det får vi gjort

18:18 Informant

Det er fedt. Det Jeg synes det er en rigtig god idé. Det synes jeg.

18:19 Interviewer

Så du du vil gerne blive certificeret?

18:27 Informant

Ja ja.

18:37 Interviewer

Vi havde en partner vi snakkede med mit sidste semester. Hun var ved at tage en certificering og det var sådan 20 timers arbejde og videoer. Hvor vores nok mere er i retningen af 2 2,5 timer. Altså er E-learning videoer og så til sidst en certificering, så det er ikke noget der skulle kræve helt vildt meget tid. Og så er det selvfølgelig lige hvor svært den test eksamen der lige bliver.

18:56 Informant

Men man kunne sagtens forestille sig at certificeringen det er en side af sagen, men det at at være inspirations giver. Til partnere, fordi, Henrik og jeg, vi var oppe og besøge jer her for for et halvt års tid siden, og hvor vi ligesom delte erfaringer.

Og hvor jeg i hvert fald ved at vi kunne da godt bidrage med noget i forhold til jer, så det er også det her med at lære og dele, så det kan godt være at Tasklet, de i virkeligheden tog mere initiativ til ligesom at være dem som siger, vi vil gerne skole jer. Vi vil gerne være med til ligesom at føre jer i den retning, hvis i har nogle konsulenter, der ligesom vil dyrke det her område lidt mere, så laver vi sådan et dags eller to dags eller fire timers seminar for jer, hvor vi prøver at køre sådan nogle elementer igennem.

19:52 Interviewer

Det tror jeg ikke bliver svært at sælge. Man kunne optage det og og sætte det på, og man kan lave, nu har vi også en masse dokumentation, men det er hovedsageligt teknisk dokumentation i forhold til til developere. Så lave en nice-to-know eller baggrundsinformation, men til implementeret. Til den der er derude og gå på lageret. Komme med nogle eksempler. Jamen, her er et eksempel fra en partner, det de fandt ud af det her. Derfor gjorde de det her og altså hvad de lavede af forskellige ting.

20:39 Informant

Jamen det er også det jeg tænker på det. Det er sådan noget med det her, som jeg taler med lager design, altså ideer til det. Hvordan er det muligt man kan lave plukke ruter. Hvordan kan man gøre det? Hvad er det man lige skal være opmærksom på, når man nu plukker fra den ene ende, skal man skal du så vende nede i bunden og så køre tilbage og det betyder sådan noget med at hvordan du så har din numerering på dine hylder siddende at du starter ved nummer et, og så slutter du med nummer 16 og så på den anden side af gangen, hvor der så kører opad igen. Der starter du så ved et og så slutter vi 16 op, eller du kører sådan fra den ene side til den anden side altså sådan på kryds. Der er så mange forskellige måder man kan sætte sådan et lager op på. Som også har relevans for måden, man sætter det op på i BC. Så det er sådan nogle ting, som jeg synes man godt kunne kunne dele noget erfaring med og kunne give noget viden videre med, specielt til unge og og mindre erfarne.

21:29 Interviewer

Ja.

21:44 Informant

Det. Ja.

21:51 Interviewer

Det har vi også hørt, at nogle gange er det en junior konsulent som bliver smidt på arbejdet, og så ved de ikke hvad det er. Der er også lidt en blanding af, at man skal have noget teoretisk viden, men hvis du laver plukke ruten måske 75% så god som den kunne være. Så det er rigtig mange penge der bliver smidt væk og dårlige arbejdsprocesser. Og hvis der er en dårlig arbejdsplads, så gider folk ikke at være der. Så det er bare en ond spiral der kan være forårsaget af en person teknisk set.

22:06 Informant

Ja for fanden. Jeg lavede ved en kunde, som et lean projekt, hvor jeg også lavede spaghetti diagrammer. Kender du begreb spaghetti diagram.

22:29 Interviewer

Jeg forestiller mig en masse linjer.

22:32 Informant

Jamen det er det nemlig. Altså det er faktisk hvor du tager et pluk og så går du ud til dem hele tiden og så tager tid på det. Hvor lang tid er det egentlig det tager at gå rundt til de der forskellige pluk og så må man så på et tidspunkt gå ind og sige okay altså hvis jeg nu tager mine top 100 varer.

Og så får dem omorganiseret og får det ligesom organiseret sådan nogle ting. Altså sådan så de ligger utroligt tæt på. Sådan så din spaghetti rute egentlig bliver kortere og kortere og kortere og så du faktisk skal gå så lidt som muligt. Det kan godt være man bruger noget tid på om morgenen, at få sit lager optimeret til det pluk det skal være i løbet af dagen. Den så til gengæld er dine pluk meget hurtigere overstået, end hvis du skal rende 100 meter eller hvis du bare skal løbe en, det siger næsten sig selv altså.

23:27 Interviewer

Når de bare håndterer 100 eller 1000 eller bestillinger eller linjer om dagen, så det. det er forskellen mellem 10 og 20 kilometer.

23:33 Informant

Ja det er det og det er fandme lang tid, det tager tid ikke. Man skal finde de der optimale processer og det det er sådan nogle ting. Altså det er jo noget som man lærer ved at se og sådan nogle ting. Men det at vide at der er nogen man kan trække på altså det er også en god idé, også dele viden ikke så.

24:01 Interviewer

Ja. Jeg kiggede på en bog af Andrew Chow omkring implementering af BC, og der er der også stort fokus på at det handler jo om at understøtte mennesker. Altså det er jo både der nogle faste kvantitative data, men det er kvalitativ information du skal ud og indsamle og observere. For at understøtte dem der er der og involvere keyusers der ved lige præcis hvordan det er at bruge dem som en kilde.

24:33 Informant

Ja lige præcis Men det kræver jo også at du har noget altså netop at du har den faglige viden til ligesom at sparre med de virksomheder på, for det kan jo ikke nytte noget, at du sender en juniorkonsulent ud på et lager til en gammel lagermand, som er gået derude i de sidste 35 år. Han var den dag, de byggede det, og så var blev han lagerchef ikke, og at vi gør sådan, og det er sådan, vi altid gjorde, er færdige med det ikke? Der skal du altså have noget hår på brystet før du ligesom kunne sige du er et gammelt fjols. Altså det er vist nok på tide at du skal videre eller måske gøre det på en mere diplomatisk måde.

25:04 Interviewer

Som konsulent er man også lillebitte smule diplomat.

25:17 Informant

Det skal man være i hvert fald. Det er helt sikkert.

25:19 Interviewer

Men det er en en omfattende opgave.

25:21 Informant

Ja det er det og du har ret i at det er for at understøtte de ting der sker på gulvet, at det er det der sker i virksomheden, så man skal lære at omsætte og også omforme til det der er best practice så man får det der virkelig effektiviserer i en virksomhed. Sådan at IT bliver ens ven.

25:52 Interviewer

Ja lige præcis i stedet for bare at være en forhindring.

25:55 Informant

Ja.

25:57 Interviewer

Så tror jeg egentlig ikke jeg har flere spørgsmål. Ud over om jeg må bruge dit navn.

26:03 Informant

Ja gør du det, det skal du være velkommen til.

26:05 Interviewer

Tak.

26:10 Informant

Ja, men skal vi ikke sige, det var det?

26:12 Interviewer

Jo tusind tak, det var super spændende.

26:13 Informant

Er der noget så sig endelig til og jeg hjælper gerne, hvis der er noget med det ved de godt nok så i siger bare til det er godt er det godt god påske.

26:19 Interviewer

Ja. Tusind tak hej hej. Tak i lige måde.

26:24 Informant

Tak hej.

26:25 Interviewer

Hej.

9.2 Transcription of meeting

0:04 eLearning Manager

Jeg vil gerne have, at du starter med at sige, at Nørre Sundby er verdens bedste fodboldhold. Fordi så har vi det på video.

0:10 COO

Jeg har ikke set tabellen, fordi de spiller ikke i en række der interesser mig.

0:13 eLearning Manager

Nej, nej. Okay, godt. Jeg skulle lige prøve. Vi skal kigge på det, jeg deler lige skærm her. Nå, det har jeg gjort. Der viser jeg lige det, jeg vil gerne vil dele. Øh, det var ikke det der. Nå, det vi skal kigge på nu, det er, hvor vi er henne i forhold til vores opsætning af Learning Paths. Og her under certificering og quizzes og eksaminer. Og det handler lidt om, at vi lige kan prøve at give dig lidt en indflyvning i, hvordan det tager sig ud på platformen. Og så også, så du kan få lidt en fornemmelse for, vi havde lidt snakket omkring, hvad er niveauet? Hvor skal vi ligge hen? Hvor svært skal det være? Og hvad for nogle typer af spørgsmål og så videre? Så vi har nogle eksempler, vi lige trækker frem. Og så kan du lige se, hvad er det for en stig, vi er på vej ud af.

1:11 COO

Okay.

1:12 eLearning Manager

Så det er der, hvor vi er. Vi er lige her logget ind på vores testplatform. Og der har vi dem til at ligge hernede. BC/NAV Technical Learning Paths. Her på den her knap nummer to, der har vi lige for eksempel, bare lige prøvet at sætte sådan noget Certified ind. Det er jo bare en måde lige at lege med grafikken på, så man kan se, at det er her, man kan blive certificeret inden for Development for eksempel. Der er tre stier her. Den første er, vi har valgt at dele dem op i tre, fordi de første her, det er Service Desk & Support, MobiControl og til det her projekt kursus.

2:02 COO

Og det er lidt indgangen til det.

2:04 eLearning Manager

Ja, det er det nemlig. Det er lidt tanken. Ja, fordi man kunne også i princippet godt lægge kurserne ind under de her, men altså.

2:14 COO

Man bruger ikke noget af det, man lærer der i forhold til certificering, så det synes jeg egentlig er helt okay.

2:19 eLearning Manager

Ja, så det er de her stier, vi kommer til at køre med. Selve opbygningen af dem, der har vi gjort sådan, at man har kurset, og så er der et lille Knowledge Check bagefter. Og det er igen, det skal jeg lige vise dig, men det er på sådan niveau, som man skal virkelig have sovet i timen for ikke at kunne svare på de her spørgsmål. Generelt så har vi sat det sådan op, at for at komme videre, så skal man svare rigtigt på de her spørgsmål. Det kan diskuteres, om vi skal gøre det her i den her basis del, men generelt så synes jeg, det giver meget god mening. Og igen også, de er på sådan niveau, at man sagtens lige kan svare på dem. Jeg tror lige nu her i den her testopsætning, så er det sat op således, at vi bare kan springe mellem dem, men det ville man ellers ikke kunne. De her kurser vil være låst, hvis man ikke har svaret på de forrige her, på det her Knowledge Check her.

3:18 COO

Hvad mener du, hvordan bliver det låst?

3:20 eLearning Manager

Det vil sige, du kan simpelthen ikke starte det, før du har svaret det. Vi giver måske ikke så meget mening her, men hvis vi bare lige spørger tilbage på implementation.

3:31 COO

Jeg tænker lige der, der burde rækkefølgen i hvert fald være fri i det første der. Man kan jo tage dem i en kort rækkefølge, uden man læser noget.

3:39 eLearning Manager

Ja, her vil det være, måske ja, vi kan jo diskutere det ikke, det kan jo sættes op, som vi vil. Men her kan man sige, er det bygget op således, at det her er det allerførste.

3:50 COO

Det synes jeg er fint, for så har man også installeret tingene, inden man så begynder at bruge dem. Der er ligesom en rækkefølge, der giver mere mening.

3:58 eLearning Manager

Ja, og det samme med udviklingsdelen af det. Der vil også være basisdelen, der man starter med, og så låser den op for den avancerede, når man kommer dertil. Hvis vi lige skal kigge lidt ind i spørgsmålene, som de ser ud, så er det stadig udkast, men igen, så man kan få en fornemmelse for det. Det er på det her niveau. Hvad vil du gøre, hvis du oplever et ikke kritisk issue?

4:30 COO

Så vil man selvfølgelig sende en e-mail til partnermanageren.

4:33 eLearning Manager

Ja, lige præcis. Sådan der.

4:37 COO

Jeg vidste, at jeg var god til det. Det er jo et fint niveau, for det skal heller ikke være så svært, at det ikke er til at komme igennem. Men vi stopper dem, der ikke har set det, eller ikke fulgt med.

4:49 eLearning Manager

Ja. Vi har varieret lidt. Er det multiple choice, eller er det single choice? Så har vi skrevet det herunder.

4:57 COO

Okay, yes.

5:00 eLearning Manager

Ja, og det er det her niveau, der fortsætter hele vejen igennem. Så det skulle være rimelig afstemt i forhold til korrektheden af det. Så det er sådan set niveauet i det, og det fortsætter hele vejen igennem. Jeg har ikke svaret på noget. Hvad siger den så? Ej, det var ikke så godt. Men så har vi jo sat op på den måde, at når man får svarene, så kan man se... Hvad var det, Elias? Vi har også sat op det rigtige... Næh, hvordan er det nu?

5:44 Elias

Man kan kun se, hvad man har svaret, og så om det er rigtigt eller ikke. Der er også muligheden, at man kan se det korrekte svar.

5:52 eLearning Manager

Ja, det kan vi lige overveje.

5:55 COO

Og hvad kan man så gøre, hvis jeg kører den igen, når jeg fejler? Kan jeg så bare prøve igen?

6:01 Elias

Ja, det kan man også indstille. Hvor mange gange du har lov til at tage den.

6:05 COO

Jeg synes, det er fint, at de kan prøve igen, fordi det er jo ikke igen. Det handler om, at de får lige krydstjekket, at de har den rigtige information, og hvis de svarer forkert, så får de så den rigtige information ved at trykke igen.

6:14 eLearning Manager

Ja, jeg ved ikke, hvor meget... Det er ligesom måden... Og det fortsætter. Jeg tror, at der er ca. 5 spørgsmål efter hver. Uanset hvilken kursus det er. Jeg ved ikke, om du har behov for at sige flere spørgsmål, men det kan vi også bare lige sende til dig efterfølgende, så du lige kan løbe dem igennem.

6:41 COO

Nej, jeg tror ikke, jeg har behov for det mere. På et tidspunkt, når vi tætter på, at vi skal lancere det, så prøver vi at køre det igennem, men det når vi nok ikke på den her time alligevel. Jeg synes, det er så fint ud med niveauet lige det her i hvert fald. Og også mængden.

6:55 eLearning Manager

Ja, vi kan lige prøve at springe ind i den her. Fordi det er bygget op på samme måde, at man har basiskurset, og det her Knowledge Check, du har det avancerede Knowledge Check, og til sidst så låser det op for den her certification eksamen, som er det, der skal udløse, det der diplom, badgeagtige, hvad vi nu ender med.

7:17 COO

Ja, og der giver det jo rigtig meget mere mening her, at det er en rækkefølge, fordi det er en rækkefølge naturligt.

7:23 eLearning Manager

Ja, nemlig. Og i forhold til den her certification eksamen, der kan man jo godt tænke, hvad niveau skal vi lægge det på? Der har vi, nu springer vi lige til det her word-dokument, men vi har været ved at tænke lidt over, at niveauet synes jeg stadigvæk skal være rimelig nemt. Men man kan måske godt, man kan vælge at bygge det op efter noget, som er lidt mere scenario-baseret, hvor stiller den her, der skal til eksamen over for nogle problemstillinger. Man kan også fortsætte i samme spor og sige at lave multiple choice, for eksempel. Jeg ved ikke, om du har en holdning til det.

8:10 COO

Jeg kan egentlig godt lide scenarier, bare de ikke bliver for komplekse, men det giver sådan lidt mere dynamik måske.

8:15 eLearning Manager

Ja. Jamen det tror jeg også, at det er.

8:19 COO

Det relaterer lidt til virkeligheden, lidt mere at man sidder i et scenarie, og lige kan forstå situationen, så det må i gerne i hvert fald, hvis I gør noget imod det.

8:30 eLearning Manager

Nej, bestemt ikke. Jeg synes nemlig også, at det giver lidt bedre mening. Jeg tror, at vi har også igen prøvet med lidt hjælp fra ChatGPT eller lignende, har vi prøvet at lave de her spørgsmål, hvor det her det handler lidt om, hvad er for nogle fremgangsmåder, man skal bruge og så videre. Men på den idé, at køre videre med nogle scenario-baserede spørgsmål, hvor vi ligesom stiller respondenterne over for nogle problemstillinger, som kan være næsten fra det virkelige liv.

9:03 COO

Ja, det synes jeg, at det gør det jo interessant i hvert fald.

9:06 eLearning Manager

Ja. Og det er igen her, jeg tror, at det forslag her, jeg tror også, at vi ville køre med en 4-5 spørgsmål, måske lidt ekstra. Det er let afhængigt af, hvad emnet er. Det er jo sådan lige at for at se, om man kan komme hele vejen rundt på sådan en rimelig kort tid. Så, yes. Så det var egentlig, jeg tror det er sådan set der, hvor vi er lige nu.

9:37 COO

Det ser som udgangspunkt fint ud. Jeg synes, at hvis vi kan bryde den her rækkefølge i de basiskursene, så de ikke er constrained, det første vi så. Men ellers fortsætter vi med det andet, så vil jeg synes, at det er ret godt tilfreds.

9:53 eLearning Manager

Yes.

9:55 COO

Så vil jeg selvfølgelig gerne se et eksempel på, hvordan certificatet ser ud i den sidste ende, men det er ikke så vigtigt lige nu.

10:01 eLearning Manager

Nej. Jeg er i kommunikation med marketing om at få lavet noget, som ser pænt ud. Vi får lavet et badge, der er ligesom det der. Agtigt, et eller andet. Og så vil vi også få sat et certifikat op, et eller andet diplom, hvor der står et eller andet pænt på. Det skal vi lige have beskrevet lidt mere i detaljer, men marketing får det til.

10:22 COO

Hall of Fame website, hvor alle der er certified.

10:27 eLearning Manager

Ja. Nemlig. Og alle dem der dumper, det skal også hænges ud.

10:32 COO

Især dem der er dumpe, de skal stå øverst. Ja. Som sådan et Hall of Shame. Ja. Nej, det kunne faktisk være sjovt med vægge, om man må.

10:42 eLearning Manager

Hvis de giver lov til det, så skal man nok bede om, at man kan lave en highscore.

10:48 COO

Det var bare en sjov tanke.

10:50 eLearning Manager

Ja.

10:52 COO

Den giver i jer til at arbejde med.

10:55 eLearning Manager

Den er noteret. Jeg vil sige, noget af det vi også kigger lidt ind i, det er jo, at når man logger ind som bruger på platformen, at det vil være det første man ser, når man er BC-bruger selvfølgelig. Vi har jo også de kommercielle Learning Paths hernede, som kommer. Men ellers så har vi jo muligheden for, og så ligger alt det andet indhold hernede. Men vi har muligheden for at, kan man sige, lave en lidt mere fokuseret brugeroplevelse. Det vil sige, når man logger ind som en BC-bruger, så kan du faktisk kun se det her til at starte med. Hvis du vil have adgang til alt det andet, nu ligger der ikke en knap lige her. Det skulle der egentlig gøre. Men der er sådan noget, der hedder kursuskatalog. Som noget standard funktionalitet i platformen her, hvor du kommer ind på den her side, og så kan du sådan set sige, at jeg vil gerne se noget med assembly. Og så kan du add activity til en liste, og så kommer den til at ligge på din forside et eller andet sted. Det er i hvert fald en måde, hvor man strømliner lidt bruger oplevelsen, når du lægger det hele her alligevel. Det var et dårligt eksempel. Men jeg går ud fra, at du fangede den i farten her. Det er bare en måde, hvor du kan have fokus på noget rigtigt stort.

12:15 COO

Du kan skjule noget af det og sætte fokus, og så kan du altid klikke på at komme videre.

12:19 eLearning Manager

Jeg kan egentlig godt lide den der tanke. Så det er noget, vi også kan arbejde lidt videre med. Det er bare lige en sidebemærkning, men det er noget, der er indbygget i platformen, som vi kan få lagt ind på, og det koster ingenting.

12:31 COO

Det koster ingenting. Det kan vi godt lide. Kan vi så gøre sådan, at folk skal betale for at åbne? Det kan vi sagtens. I kan jo prøve at lege med det og se, hvordan det virker. Lad os prøve at kigge på det. Men det kunne jo være en mulighed. Der skulle vi jo selv lige have vent om. Med forskellige hatter kan vi se, om det begrænser nogen eller ikke begrænser nogen. Lad os da prøve at se på det.

12:53 eLearning Manager

Fint. Good. Jamen, det er sådan set der, hvor vi er. Har du nogen spørgsmål, Elias, eller et eller andet, du gerne vil have at vide?

13:05 Elias

Det er nok generelt lidt til sværhedsgraden. Hvor svære de her scenarier skal være. Hvor erfaren en partner skal være, for at kunne svare på dem.

13:17 COO

Vi kan jo få folk ind med varierende erfaring. Og også med varierende kasketter, som gennemfører de her kurser. Men vi vil jo selvfølgelig gerne, at de har en eller anden... Det skal være noget, man kan gennemføre, hvis man bare ser kurset. Så på en eller anden måde skal det, som de svarer på, også helst være understøttet af kurset, synes jeg. Eller nævnt i kurset. Så bliver det lidt... For vi er ikke ved at checke, om de har deres uddannelse i orden, men om de har taget det materiale, vi har præsenteret for dem. I en eller anden grad i hvert fald. Vi kan godt komme ud i yderkanten af kurset, hvis det giver mening. Men vi skal ikke stoppe nogen, hvor det er et psykopatisk svært spørgsmål, som vi heller ikke har været i nærheden af på kurset, synes jeg.

14:21 eLearning Manager

Nej. Vi har flirtet lidt med tanken om at trykteste deres generelle viden om warehousing i BC. Men vi er nok inde tilbage med den her vej med at have fokus på det, de har lært i det her.

14:38 COO

Så vi har en hård indgang, der siger... Så håber vi, folk klæder sig på i forhold til en opgave, de har ude i den virkelige verden. Men det er ikke vores ansvar. Men det kursus, vi har, der hedder Using Mobile VMS, rammer jo lidt af det. Så der må vi godt stille nogle spørgsmål i den kontekst, som for eksempel... Jeg ved ikke, hvis du ændrer på lokationen, så betyder det sig noget for... Altså noget, der ligesom giver mening.

15:07 eLearning Manager

Yes.

15:11 COO

Hvis jeg ikke kan forstå det, så er det for svært.

15:16 eLearning Manager

Det er fint.

15:19 COO

Godt. Har du andet, Elias?

15:26 Elias

Nej, det tror jeg ikke.

15:29 eLearning Manager

Jeg tror heller ikke... Ja, det var egentlig bare lige, så du kunne få et overblik, med status på vejen mod certificering. Så jeg synes selv, vi er ved at være nået et godt stykke. Men der er selvfølgelig lidt stykke vej endnu med lige det sidste opsætning, og så lige få gjort spørgsmålene helt klar, så vi kan trykke på knappen. Status på udviklingen i forhold til det her, hvis vi lige skal vende det kort, der er, at... Jeg har snakket lidt med Conzentrare om det, og vi er jo sådan set der, hvor vi godt kan løse den her del af det med det standard-funktionalitet, der er i platformen. Og det er selvfølgelig godt nok. Og der er... Jeg skal lige have sat et møde op med Conzentrare i næste uge, hvor vi bare lige kan løbe... Hvor blev platformen af? Hvor vi bare lige kan løbe de her Learning Paths igennem, så de kan nikke til, at det er sat op efter de givende forskrifter. Og at vi bare lige skal være helt sikre på. Vi har testet af, at når man har gennemført den her certification examen, så kommer der til at komme sådan et download-diplom heroppe et eller andet sted. Var det ikke sådan, Elias?

16:51 Elias

Jo, der kommer et print-diploma.

16:53 eLearning Manager

Ja. Det er det standard-funktionalitet, vi har indtil videre, indtil de lige kommer ud over stæbberne med den her integration indtil LinkedIn og andre systemer, eller hvad nu de arbejder på. Men vi skal lige have det tryktestet ved dem også. Men altså, det gør jo bare, at vi har rimelig meget hånd i hanke om, selv hvornår vi kan gå i luften med det. Med den her del af det, hvilket er jo sådan set et positivt nok.

17:20 COO

Hvad er vores ambition så?

eLearning Manager 17:22

Jamen, det er Q2. Og det er også realistisk. Det ved jeg godt, det har jeg sagt flere gange om andre projekter. Men jeg synes, at den her...

17:32 COO

Fedt. Jeg tror aldrig, at vi har fejlet, Lars.

eLearning Manager 17:34

Nej, det tror jeg nemlig ikke. Og i den her del er vi ikke afhængige af andre. Så det gør det. Der er lige den her del af det med den her tracking-delen. Der kan vi jo godt... Altså, det er svært at få det koblet op på den enkelte Learning Path. Og det kan godt være måske... Fordi man har jo den her lille tracking. Det er lidt usynlig, men du har den hernede, det der ur. Så man kan se, hvor langt man er mod målet. Så måske kan det godt være, at vi skal fjerne den her, hvis den ikke giver mening. Og det gør den måske ikke helt i forhold til det mål, eller det her, hvor den ligesom er...

18:15 COO

Nej, den bliver lidt... Det er måske ikke den, der kommer til at drive det sådan rigtigt, i den her nye her. Så det kunne jeg måske godt være tilbøjelig at sige, at det lyder nok som en god idé.

18:27 eLearning Manager

Ja. Jeg tror, den kommer til at være lidt forvirre mere, end den gavner. Så det kan godt være, at vi piller den ned. Og så har man det her. Lidt beskedende med den. Trods alt, der er noget tracking på, hvor langt man er kommet i det. Det kan man se.

18:44 COO

Yes.

18:48 eLearning Manager

Jeg tror, at det var alles.

18:51 COO

Cool. Jamen, kør videre. Når er færdig, så vi kan få noget champagne.

18:57 eLearning Manager

Ja, det gør vi. Vi kaster os over med det samme.

18:59 COO

Super. God fornøjelse.

19:02 eLearning Manager

Jo, tak.

19:03 COO

Hej. Hej.

9.3 Interview guide

Subject	Questions
Onboarding We want to find out how partners are taught to use Mobile WMS. University is a resource for onboarding; thus, we investigate whether it is used for or in the onboarding process and also how they collect information in general.	How were you taught about Tasklet Mobile WMS? - And by whom? - What materials were used? How were you taught about Tasklet University? - And by whom? - What materials were used? How do you teach employees about Tasklet Mobile WMS at your company? What skills or knowledge do you need to perform your role? - What is the most challenging aspect of your role? How do you seek knowledge about specific topics?
Their use of Tasklet University We want to find out how partners use University. Understanding this will contextualize further questions and inform us how partners view the University, especially from a usability perspective.	How do you use Tasklet University? - Personal and in organization Do you revisit the courses to refresh your knowledge? - Why do you revisit them? When do you use Tasklet University? - When starting new projects? - Looking for new updates? - Refreshen knowledge (Why do you use Tasklet University?) - What is your goal with Tasklet University?
Their opinion of Tasklet University Their opinions are ultimately how they view University. We want to find out how the content fits into their work. When they have to find information, how do they then do it? Does the content they find help them?	How do you view Tasklet University in general? What is your opinion of the eLearning Courses in Tasklet University? - Is it usable enough? - Is it comprehensive enough? - Is it relevant enough? Does the content help you gain the skills and knowledge you need to work with Tasklet Mobile WMS? Does the content of Tasklet University help you solve current issues and/or tasks?

Subject	Questions
Their wants for Tasklet University Having covered how they use and think about University, we can look into what needs improving, is missing, etc. Focussing on the data we have already gathered about their preferences, we can investigate how these can be reflected in the materials. This will help shape future content based on the partner's requests and requirements.	What specific areas of knowledge should upcoming materials contain? -What is missing? -What are you trying to use it for? -What skills do you need? -“Show them examples” -Commercial: Marketing materials -Technical: Basic customization/Documentation/Guides We are planning new courses, would that be relevant to you? -Barcodes -End-user training -Improving “Welcome to Tasklet University” -Webinars? -Videos with persons
Learning Preference Expanding on the survey data for how they learn best will give specific data for constructing future materials. Since they are the users, they should have a say in constructing the materials. The learning materials must also fit into their schedule, which varies based on many factors, including their available resources and time.	How do you learn best, and how do you see this reflected in eLearning materials? -How do you want Hands-on learning to be integrated? -How do you want your preferences to be integrated? -What has worked for you in the past? How much time do you usually have to learn new information or skills? -Does the duration of a course affect your willingness to watch it? Why? Why not? What resources do you have to complete a task related to Tasklet? -How does or can eLearning materials fit into that? -What materials will help you? Are there any factors preventing you from reaching your goals related to Tasklet?
News Show the news section. The news is short but essential. How they view it will aid in understanding how best to communicate information to them.	What is your opinion of the news section? What do you want to be kept updated on? Do you access Tasklet University for news or read its emails? Or both?

Subject	Questions
Resources Show the resources section. Resources are an important section, as it gives them access to the latest releases. It is also intended to aid them in working with and selling Mobile WMS. Improvements to this section could have a significant impact.	How do you use the resources section in Tasklet University? What resources/materials do you need besides the latest releases? -Improvements to marketing materials? -Documentation/guides
Visual aspect Not much can be done to change the visual aspect. However, improvements can be made to navigability, improving the site's and sections' usability.	Is the site easy to navigate? -Are you able to find what you are looking for? -How long does it take for you to find what you are looking for? How do you navigate the site? -Do you use the search function? -Do you click around until you find what you are looking for?
Potential questions or follow-ups	Do you know your colleagues' opinions of Tasklet University? What is a typical Tasklet related task for you? What is your process for working with Tasklet-related tasks? Would you participate in an online Tasklet forum, where partners can share and discuss their knowledge? Would you participate in a physical meeting between Tasklet and partners, to share and discuss their knowledge? How would you feel, if you could receive a certification for Tasklet, from University? Testimonial -You commented XXX in the survey / you said XXX; can you elaborate on that?
Final question	Is there anything you think we might have missed or any final comments about the University or Tasklet in general?